



Brent

Partnership and Place Overview and Scrutiny Committee

Thursday 3 October 2013 at 7.00 pm

Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Van Kalwala (Chair)
Green (Vice-Chair)
Arnold
Clues
Harrison
HB Patel
RS Patel
Krupa Sheth

first alternates

Councillors:

Daly
Lorber
Al-Ebadi
Matthews
Oladapo
Colwill
Chohan
Aden

second alternates

Councillors:

Ogunro
Leaman
Jones
Hopkins
Ketan Sheth
Kansagra
S Choudhary
Long

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democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
2 Deputations	
3 Minutes of the previous meeting held on 22 July 2013	1 - 8
The minutes are attached.	
4 Matters arising	
5 Ward Working report	9 - 72
The report details the work of the Ward Working Team in 2012/13. The report reviews the actions taken over the last year by Ward Working including some of the challenges the team have dealt with as well as positive achievements. It also identifies issues to be addressed over the coming year.	
Ward Affected: All Wards	Contact Officer: Christine Collins, Community Engagement Tel: 020 8937 1971 christine.collins@brent.gov.uk
6 Localism Act - Assets of Community Value and Community Right to Challenge	73 - 82
This report provides an overview of the 'Asset of the Community Value' process and 'Community Right to Challenge' which were put in place under the Localism Act 2011 and the response to them in Brent.	
Ward Affected: All Wards	Contact Officer: Cathy Tyson, Strategy, Partnerships and Improvement Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

7 Partners for Brent

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This report sets out the 'Partnership and Place Overview and Scrutiny Committee', progress made by 'Partners for Brent' in delivering its work programme.

Ward Affected: All Wards

Contact Officer: Cathy Tyson,
Strategy, Partnerships and
Improvement

Tel: 020 8937 1045

cathy.tyson@brent.gov.uk

8 Work programme 2013/2014

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9 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

10 Date of next meeting

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on 20 November 2013.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE

Monday 22 July 2013 at 7.00 pm

PRESENT: Councillor Van Kalwala (Chair), Councillor Green (Vice-Chair) and Councillors Arnold, HB Patel, RS Patel and Krupa Sheth

Also present: Councillor Aslam Choudry

Apologies for absence were received from: Councillors Clues and Harrison

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Deputations**

None.

3. **Minutes of the previous meeting held on 30 May 2013**

RESOLVED:

That the minutes of the meeting held on 30 May 2013 be approved as a correct record.

4. **Matters arising**

There were no matters arising.

5. **Safer Brent Partnership**

An update on the Safer Brent Partnership –

David Murray (Interim Policy and Partnership Adviser) provided the Committee with an update on the report. He informed members that the Crime Prevention Strategy group had met in June to discuss the future of the group and its relationship with its partners. They had established the Safer Brent Partnership and they agreed a new vision for Brent 'A strong, safe and just Brent where individuals and communities are safe from harm.' They also developed five key strategic priorities to drive forward the new vision. These priorities were based on a needs assessment, various surveys and feedback from ward working and they attempted to capture what mattered most to people in Brent. Underpinning the Partnership board were action groups who would be responsible for delivering each of the priorities. The leaders of the action groups would meet once a month to ensure the work was delivering against the key priorities. David Murray concluded by stating that the next

Safer Brent Partnership Board meeting would be chaired by the interim Chief Executive and they would discuss what the next steps would be.

The Committee welcomed the new vision for Brent and the key priorities that had been identified and they enquired who would be responsible for ensuring that the vision and strategies were developed. They also wanted to know who the Safer Brent Partnership would report to. The committee were also keen to know how the public had fed into developing the new priorities and how they would continue to be engaged. The members questioned how Smart Water would be used within the Borough, given the current financial hardship the Council faced. A member praised the officers for creating a new structure, however, it was unclear exactly what that structure was and therefore the members asked for a detailed chart of how the community could engage with the process and raise issues. The committee were happy to see that crime was actually falling in the borough but questioned the officers as to why they thought that the public's perception was contrary to this. The chair concluded the questioning by asking why there was currently waste in safeguarding children and how this would be changed in the future.

In response to the questions raised by the committee, David Murray explained that a group of officers, from across the different partners, including those in the voluntary and faith sectors would be dedicated to delivering each key priority. Each strategy would have key indicators against them, rated red, amber and green depending on how they were progressing. The partnership board would jointly own those indicators so there would be shared responsibility for them. The actions plans behind the key strategic priority were still being finalised and were due to be finished in September 2013. The action groups would report the status of each priority to this Committee, CMT and Partners for Brent. It was explained that the public had fed into the new vision and strategies in a number of ways including through the needs assessment, through community officers and through housing partnerships. It was added that the report was a living document and the strategies could be amended depending on community feedback. It was noted that there could have been a significant number of priorities identified. However they had tried to keep the number at an achievable and realistic level.

David Murray agreed to supply the Committee with a detailed structure chart of how members of the public could raise issues. He added that they were working hard with the council's Communications team to disseminate the message. It was reiterated that it needed to be made as safe as possible for anyone to report crime, especially when it was gang related. It was added that trying to change public perception regarding crime levels was very important. It was acknowledged that positive resolutions needed to be broadcast more and the Police were open to ideas on how to do that. It was already advertised on the police website, including social media updates and success stories were circulated to the local press. It was hoped in the future that the Council's communications team would work more closely with partnership communications to reiterate positive stories. Kiran Vagarwal added that when they did secure an ASBO they always asked to be able to name the individual in public.

He then informed the Councillors that the Smart Water service was being trialled in one Ward in the borough and they were hoping to secure more funding either via Ward Working or from the London Mayor's office to roll it out in other parts of borough. David Murray stated that if there was an underspend in the community

safety budget this year than they may be able to use that money to fund this priority as he understood that prevention and detection of burglaries were important to residents. In regards to safeguarding children it was stated that there wasn't huge amounts of waste or duplication however it was recognised, through the Home Officer peer review and the Partnership and Place report, that it could be better.

An update on work by the Council and its partners on ending serious youth violence and gangs –

Kiran Vagarwal (Neighbourhood Crime and Nuisance Manager) informed members that it was recognised that improvements were needed around the way gangs were tackled in the borough. This had been highlighted by a peer review conducted by the Home Office and the report that the partnership and place overview and scrutiny committee had produced on gangs in the borough. One of the major recommendations from these reports had been that Brent needed to establish a multiple agency task group, which had now been done. It was explained that they would also be taking forward the clear definition on gangs that the Partnership and Place report had devised. There was now a clear governance of how to deal with gangs that sat underneath the Safer Brent Partnership.

In regards to the Home Office review it was explained that they had acted as critical friend. They interviewed officers from Brent's partners and as well as officers from the council. They had then provided a good set of recommendations and those coupled with the task group recommendations had provided clear actions to build the strategy upon. It was added that they were in the process of now consulting on the strategy.

In subsequent conversation members sought information as to how many people in Brent were affected by Gangs as it appeared that the number in the report was quite small compared to what it had been before. Members commented that there did not appear to be much information on preventative measures and enquired what preventative measures were available for those vulnerable to joining a gang. Members also wanted to know the level of resources available to tackle gangs. It was questioned how well the different agencies and partners across Brent worked together and if they shared information effectively. Members then asked for a geographical breakdown of gang activity across the borough. The committee also wanted to know they would be informed whether the measures introduced were successful and when this would be reported back to the Committee.

In reply to the issues raised by members, Kiran Vagarwal stated there were currently 243 people identified as being affected by gangs on Brent police's gang matrix. It was recognised that this was the tip of the iceberg as these were just the people directly affected by gangs, and that there were a lot more people indirectly affected by gangs. The police explained that there used to be over 800 on the police gang matrix. This was because the definition of gang activity used to be too broad and therefore anyone involved in a violent offence of a certain age, would be placed on the matrix. This led to the number being too unmanageable and that was why they redefined who should be on the matrix. It was added that 243 was still the second largest number of people involved in gangs in London.

In order to try and prevent the number of those joining gangs from growing the police and officers stated that they were a number of measures to help, including

mentor schemes. These measures were mainly supplied by third parties and not delivered directly the Council. It was explained that there had been a few referrals through trident and these were lottery funded. In regards to how successful these preventative measures were, it was hard to quantify for a number of reasons. Primarily because the providers of the preventative schemes were often short lived or were not big enough to produce that level of analysis. Also it was explained that to know if the measures had really worked it would mean evaluating how long people refrained from criminal activity after completing the courses. However it was hoped that they would be able to provide some preliminary figures towards the end of the year.

In regards to effectively sharing information with schools and other relevant agencies, Kiran Vagarwal stated that there was now a focus on data sharing. For example any school in the borough that found a student with a knife should let the police know straight away. There were also police school officers who worked directly with schools to help tackle violence and gang activity. It was noted that generally the relationship between schools and the police was positive but that it could be improved and more information could be shared. Members were also informed that accident and emergencies in and around the borough also shared information with the police when they received patients with serious gang related injuries. It was noted that partnership work should also encompass the voluntary sector to ensure that work was not being duplicated.

Kiran Vagarwal advised that they had been profiling gang activity in the borough for the past 2 years and that once this was complete they would provide the committee with this information. She also explained that it was hard to exactly detail the amount of resources allocated to tackling gangs. This was because they were waiting to hear on the level of funding that they would receive from MOPAC. It was explained that the funding from MOPAC was not indefinite funding and would be available for between 1 and 4 years. The funding had been due in April but they still had not received it. David Murray explained that there may be an underspend in the community safety team budget that may be able to be allocated for this area of work. It was explained that one of the main limits upon resources was a lack of people to actually do the work.

David Murray concluded by explaining to members that they had begun to work cross borough again and were looking to cement these partnerships. It was hoped that this would be helpful in terms of learning good practice from other boroughs and not duplicating work.

Crime and disorder statistics –

Nick Davies (Brent Police Superintendent) introduced this section of the report that detailed the crime statistics for the borough. There had been a reduction in all crime year on year for the past three years. The exceptions to this were violence against the person, robbery- including robbery of businesses, which was a particular problem for Brent as they were a number of industrial properties within the borough. It was noted that gun crime had reduced in the borough, and this was in line with the work mentioned earlier at tackling gangs. Nick Davies explained that although the number of domestic violence crimes had gone up, he actually found this encouraging as it meant that people were reporting these types of crimes more.

David Murray informed the Committee that there was a significant variation in types and level of crimes committed in different wards throughout the borough.

Members welcomed the report and were happy to note that the crime levels in the borough were reducing and they wanted to know why the police thought crime was reducing. They stated that they would like to receive a breakdown of the crime statistics per ward and to have some relevant commentary on those statistics in order to put them context. It was also explained that it would be helpful to have a comparison of crime statistics with other London Boroughs instead of just the Met total.

Cllr Choudry (Lead Member for Crime Prevention and Public Safety) stated that he believed a lot of positive work was being done at the moment and that Brent were heading in the right direction. He was however, concerned that two key members of staff would be leaving imminently. He was also that the recent economic turmoil could potentially cause crime to rise in the borough.

In regards as to why they believed that crime was actually falling in the borough, Nick Davies stated that it was due to a number of reasons. This included ensuring that intelligence was turned into search warrants that were executed quickly. Also it was because Brent had been able to attract a number of central resources, including Trident which had helped to tackle crime in the borough. Nick Davies also stated that the safer neighbourhood teams were very important in tackling crime and were on the forefront of things. They also stated that the use of stop and search helped to reduce crime in the borough. Brent had one of the highest conversion rates of stop and searches of around 30%. It was explained that Brent officers were also mentored and given tips to ensure that experience was passed on to newer recruits. David Murray agreed to provide the committee with the crime statistics with comparison and to put them in context after they had been presented to the Safer Brent Partnership in September. In regards to 999 calls it was explained that the target for emergency calls was 15 minutes and for non-emergency crimes it was 60 minutes. Currently Brent were responding to emergencies within 15 minutes 89.3% of the time and non-emergencies within 60 minutes 87.2% of the time. The Met targets for both were 90% and therefore Brent was falling slightly short of this.

6. Safer Neighbourhoods Team - Overview of Service

Andy Jones (Chief Inspector Partnership) gave apologies on behalf of Sean Lynch and gave the committee an overview of the Safer Neighbourhood Teams. Members were updated on how successful the recent 'week of action' in Harlesden had been. It was explained that 'the week of action' was a multi-agency, high impact form of policing in the community and had been used very successfully in other boroughs. If it was deemed to be a success then it would be rolled out to other parts of the Borough.

Members were then given an update on the current use of dispersal orders in the borough. Firstly the police had used dispersal powers very successfully at the Ace Café in Harlesden on Friday and Saturday nights and there had been a number of arrests. They had also been used successfully in Wembley central area to close a couple of brothels and in Chichelle Road to stop street drinking. Members were also advised about the Tri borough dispersal order that was in place between Brent,

Barnet and Camden. It was in operation at the Old Hendon football Club as a tented community had been erected there. Dispersal orders had also been used successfully in and around Wembley stadium on match days to tackle anti-social behaviour and it was hoped this would continue in the new season.

Andy Jones informed members about the recent work that they had been doing with registered landlords and how to deal with problematic tenants. The re-launched crime housing focus group had devised a toolbox of strategies for landlords to use. Members were advised about two potential evictions in Stonebridge, where the Council had been working with Catalyst Housing to evict tenants who were subject to CASBOs.

A member asked how many ASBOs were in operation in Brent at the moment and what was the average age of the people subjected to them. Members also enquired whether most ASBOs were given for drug offences. Members sought further clarification about the new policing model being introduced and what this meant for community safety. They asked the police for more detail on the new model and whether it would mean more officers would be available for each ward compared to the safer neighbourhood teams currently in operation.

In response to the issues raised by members Kiran Vagarwal took the lead on answering about ASBOs. It was explained that a CRASBO was a criminally sought anti-social behaviour order and they were given after someone had been criminally convicted. She stated that Brent had a number of these in operation at the moment but not many ASBOs. She clarified that a high proportion of them were issued for drug offences however they could be given for a number of crimes. There were around 55 ASBOs in force and the age range of those subject to them varied significantly but generally they were between the ages of 16-40.

Nick Davies informed members that Brent was moving to a local policing model in September. Therefore the number of officers in each of the wards would increase quite substantially. For example Wembley would have 47 officers and Kilburn would have 40. There would be a named officer and Sargent, who would remain in each of the wards and they would not be diverted away from that ward. There would also be two PCSO per ward, with one remaining in the ward at all times and one that would be able to be moved if necessary. Members were also informed that there had been a refocus of CID squads so that there would be dedicated CID officers to investigate serious crimes. Also those officers who responded to 999 calls would only respond to those calls and would not be involved in other police matters. The overall number of officers in Brent would rise from 658 to 660. Although this was a minimal rise in officers, due to other changes taking place such as sharing custody facilities and certain units being centralised it would actually mean there would be more officers on the streets.

7. Close circuit television (CCTV) - Overview of service

Alvin Wakeman (CCTV Control Room Manager) informed the committee that the first four CCTV cameras were introduced in Brent during the European Football Championships in 1996. He added that they now had 175 cameras and they used these to help the police both operationally and strategically. For example the police used the cameras extensively to tackle gangs, particularly in South Kilburn and

Alvin Wakeman stated that he attended the cross board meetings to see the results of CCTV work. He stated that the service would continue to face increasing financial demands, such as the up keep of cameras whilst facing a diminishing budget. Due to this they may need to reconsider sharing resources with the West London Alliance (WLA) which had first been investigated in 2009. He also informed members that the Government had issued new guidance in relation to CCTV and that would require a significant amount of work.

Michael Read (Assistant Director of Environment and Protection) advised members that they were currently reviewing the CCTV strategy and what the cameras were actually used for. Currently they were used for detecting and deterring crime as well as traffic management and enforcement. The council had 175 cameras that were used for detecting and deterring crime. Michael Read clarified that 82 of those cameras were authorised to manage and enforce traffic laws and 30 of the cameras could be used by Wembley stadium on event days as Wembley Stadium had provided the funding for those. In addition Brent had access to 23 cameras owned and maintained by TFL. However access was limited to 3 cameras at any one time.

Members thanked Alvin Wakeman and Michael Read for their update and asked both for further clarification regarding what the future was for CCTV given the financial constraints that they faced. Members also enquired whether there were any mobile cameras in operation and if so where they were. They also wanted to know where the camera was that was purchased with Ward Working finances. A member also asked if Brent had any traffic enforcement cars and whether these cars were entitled to park on double yellow line. An enquiry was then made regarding the removal and erection of cameras and what the criterion was for both and whether the public were involved in these decisions.

In reply to the issues raised by the committee, Alvin Wakeman advised that due to financial constraints it was unlikely that they would install any new cameras in the near future. Most of the cameras that were currently in operation in Brent were funded by other partners, for example 8 new cameras had been installed in Harlesden by the parking enforcers. The Council would be able to use those new cameras at night for community safety. In regards to the requirement to place cameras it was explained that a new code practice, that was to be issued soon, would have to be adhered to when placing cameras to ensure they were only used for a specific purpose in pursuit of a legitimate aim. There were no plans to remove any of the cameras at the moment, but Michael Read did inform members that they were costly to maintain and the automatic replacement of existing cameras could not be assumed. If cameras were removed in the future then this would have to be a decision approved by the executive and therefore it would need to be consulted on widely as they would have to balance the right to privacy with the community's needs.

Members were also informed that the Council did not have any vehicles with cameras on them. The police had a CCTV van that the council did not have access to and the parking contractors had vehicles that they used for parking and traffic enforcement. Alvin Wakeman clarified that these vehicles were legally allowed to park on double yellow lines if there was no other place for them to park to detect an offence. He reiterated that they were supposed to do this little as possible as it was recognised that this caused annoyance with drivers. He then explained that although the council did not have moveable cameras they did have seven

temporary, deployable cameras that could be moved around the borough. However there were huge demands as to where to put these cameras so there was a schedule of where these cameras would be placed and Alvin agreed to supply the committee with this schedule. He also agreed to let the members know how much it cost to run the CCTV services. Michael Read informed members that they had lowest level of cameras possible to be able to run a 24 hour service and that they were looking to ensure that the CCTV service would be self-sustaining in the future. They were also considering a possible joint contract with WLA but this was still very much in its infancy and would not happen in the foreseeable future. Alvin Wakeman concluded by stating that he believed that they currently offered a very good service given the small size of team.

8. Work programme

The Chair drew members' attention to the work programme and informed them that the next meeting was due to take place on 3 October. At that meeting they were due to receive an update on ward working, community right to bid and challenge and a progress update of the Partners for Brent work programme. He advised that the update on employment was scheduled to be presented at the meeting in November.

9. Date of next meeting

It was noted that the next meeting of the Partnership and Place Overview and Scrutiny Committee was scheduled to take place on Thursday, 3 October 2013 at 7.00 pm.

10. Any other urgent business

None.

The meeting closed at 9.20 pm

Z VAN KALWALA
Chair

 Brent	<p>Partnership and Place Overview & Scrutiny Committee 3 October 2013</p> <p>Report from the Interim Policy and Partnerships Adviser</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Ward Working 2012/13</p>	

Summary

The report details the work of the Ward Working Team in the year 2012/13

The report reviews the actions taken over the last year by Ward Working including some of the challenges the team have dealt with as well as positive achievements. It also identifies issues to be addressed over the coming year

- Expenditure is reported and analysed along with results of consultation.
- Some examples of particularly successful projects are given.
- Outreach and communications are important aspects of Ward Working and these are covered in some detail.

Recommendations

Members are asked to comment on and note the report.

1. Background

- 1.1. Ward Working supports elected Members to address concerns raised by ward residents. The aim is to secure long term improvements in the way services are delivered to meet the needs of residents at the local neighbourhood level.
- 1.2. In order to do this the team works with colleagues across all other departments and with external partners to develop projects to tackle residents' concerns and to develop a strategic response to more complex issues.
- 1.3. During 2012/13 a budget of £40,000 was available in each ward to address local issues. This has been reduced to £30,000 for 2013/14.
- 1.4. Ward Working forms an important part of the council's response to the localism agenda and in this year has provided support to manage funds obtained in Harlesden and Kensal Green through the government's Community First initiative. This programme helps communities come together to identify their strengths and local priorities in order to plan for their future and become more resilient. It funds both new and existing community groups but the costs of administering and managing the fund are not covered.

2. Structures

2.1. Ward Working Steering Group

The Ward Working Steering is the officer group that:

- Drives and develops Ward Working within the borough
- Addresses and resolves any strategic issues that arise through Ward Working
- Provides a forum for an ideas exchange and the sharing of best practice.
- Ensures that ward level projects fit with the aims of the Council's broader policy aims

The group only met three times during this period because the final meeting of the year was not held until mid April, which allowed time for the final budget figures for the year to be presented. The group has representatives from all departments.

2.2. Ward Working Member Reference Group (MRG)

The MRG met three times during this period, as above. Members of the Group were:

- Cllr Lesley Jones (Chair)
- Cllr Reg Colwill
- Cllr Ann Hunter

The MRG received regular updates on the work of the team, progress on projects and budget expenditure. In addition to this they made recommendations on expenditure in one ward where the ward members had been unable to reach agreement on a project.

As the membership was the same, the group held joint meetings with the Member Development Steering Group.

3. Outreach

- 3.1. The team has continued to undertake a regular schedule of walkabouts with members. During the year 25 walkabouts were carried out with councillors. Members should note that in some wards councillors do not hold walkabouts preferring to use other methods of hearing from residents such as attendance at community group meetings. There were 21 of these consultation exercises with councillors
- 3.2. The team continues to attend outreach events with partners participating in 24 events including clean-up days with Environmental Health, Waste and Recycling and local residents.
- 3.3. Over the summer months the team attended the following festivals and events. For major events they used a “Brent Bingo” prize draw to encourage residents to express their priorities for their areas:
 - Brent Celebrates the Flame
 - Queen’s Park Day
 - Brent Celebrates a Golden Summer
 - Kilburn Festival
 - Odessa & Palermo Road Big Lunch
 - Tavistock Hall – Community Day
 - ABI Associates Summer Fair
 - Heather Park NWA - Summer Fair
 - AFC Wembley - Summer event at Pellatt Road
 - SNT Partnership event at Hillside
 - Challenge Close Community Day
 - Youth Unity Community Day
 - Harlesden & Kensal Green Harlesden Town Team - Love Harlesden Day
 - Roundwood Youth Club – Open Day event
 - 11 school festivals and fairs
- 3.4. The team regularly attend meetings of community groups and Tenants’ and Residents’ Associations to hear their concerns and ideas about their areas, a total of 54 in the year. They also attend Police Safer Neighbourhoods Team ward panels.
- 3.5. The successful ward breakout sessions were held again in 2012/13 at the newly re-branded Brent Connects Forums. During these sessions the meeting breaks into ward groups, chaired by a ward member. The purpose is to allow residents to speak directly to their councillors about concerns in their ward and to influence the choice of Ward Working priorities.

3.6. An innovation during the year was to bring together voluntary organisations working in the borough to give a presentation to members as part of a member development session. This allowed the organisations to present their work and discuss possible project ideas.

4. Communications

4.1. Neighbourhood Bulletins

4.1.1. In the period April 2012- March 2013 42 Neighbourhood Bulletins were produced and distributed to residents. Each bulletin includes a tear-off slip for residents to suggest ways to improve their area, as well as a "You said... we did" section, information from the local police Safer Neighbourhoods Team, details of councillor surgeries and other local information. Results from the tear-off slips are included in the information on consultation in Appendix 1 and 3.

4.1.2. During 2012-13 the number of returned tear-off slips received (from bulletins and leaflets) was 558, an increase of 164 from the previous year.

5. Consultation results

5.1. The overall results of consultation from festivals and tear-off slips are included in Appendix 1. (The tear-off slips come from Neighbourhood Bulletins, walkabouts and leaflets in libraries, one-stop shops etc.)

5.2. In total 935 people took part in Ward Working consultation with 558 people using the tear-off slips found in bulletins and leaflets, 207 people responding at festivals and approximately 170 people engaging through walkabouts.

5.3. The information on residents' concerns is used to assist ward members to identify priorities for their ward, which in turn help with deciding between project ideas.

5.4. The largest groups of respondents through the feedback slips were white and in the age bracket 65-85. However the largest group of respondents from festivals were white and in the age bracket 25-44.

5.5. At the meeting of this committee on 14 June 2012, officers were asked to take steps to increase the number of young people responding to Ward Working consultation. The team undertook a programme of targeted outreach at youth clubs, sports activities and schools and were able to increase the response as follows:

Age	2011/12	2012/13
Under 14	3	60
15-24	11	28

6. Ward budgets

6.1. Overall ward budgets totalled £840,000. Total spend was £838,583 leaving an underspend of £1,417. In total 276 projects were funded.

6.2. Appendix 2 gives a list of 2012/13 expenditure by ward. Table 1 below shows the allocation of funds to priority themes:

Table 1

Theme	Number of projects	Amount
Community Safety	29	£42,253
Environment or green issues	28	£95,901
Street improvements	9	£20,630
Parks and open spaces	15	£77,361
Pollution, rubbish and refuse	3	£4,257
Engaging young people	77	£260,560
Local businesses and facilities	1	£5,000
Community activities and facilities	80	£247,278

*Some projects do not fit any of these categories and are not included in these figures.

6.3. Ward Working funded 160 projects in the voluntary and community sector (VCS) totalling £456,129. (This includes Housing Associations and sports clubs.)

6.4. Partnership funding obtained by projects from the VCS, schools, housing associations, other departments and other funders (including grant funding) totalled over £930,000. This includes in-kind contributions where they could be quantified e.g. an estimate of the value per hour of volunteer time. In some instances ward working funding was a very small part in a much larger project, but was nonetheless needed to bring the whole project to fruition e.g. the Empire Way toilet project described below (para 6.6). In other cases Ward Working was the main funder.

6.5. As it was the Queen's Diamond Jubilee year the team received several funding requests for celebratory events. 12 projects and events were funded in eight wards.

6.6. Projects are evaluated through self-evaluation and visits from officers and members to see projects in action. Appendix 2 lists all of the projects but some examples are listed below because they had particular impact on people's lives or because they particularly exemplify the ethos of Ward Working.

- Luke's Lions (Dollis Hill)
Following the tragic murder of Luke Fitzpatrick in May 2012 local residents wanted remember him in some way. The football team of which the late Luke Fitzpatrick was a founder member decided to change their name to Luke's Lions and used Ward Working funding to extend their membership to include under-16s, both boys and girls. The aim was to engage with young people who might otherwise slip into anti-social behaviour and crime
- Grove Park (Queensbury)

Ward Working organised a large consultation event with Network Stadium, Innisfree Housing Association and the local police SNT for people living near Grove Park. The consultation confirmed earlier feedback from several years showing that residents wanted a perimeter pathway in the park for exercise walking. Using Ward Working funds a new path was created and the play area was improved

- REACH RA Anti-litter campaign (Kensal Green)
Residents from four residents associations and two Neighbourhood Watch groups in Kensal Green to come together to support the council's Waste & Recycling Strategy. They developed and distributed area specific leaflets, conducted a waste/ recycling awareness campaign, did community engagement (including with local estate agents), arranged a 'Big Lunch' event and clean-up days and developed a piece of artwork made from recyclables. The project was supported by LBB Waste & Recycling Team and Harlesden Town Team and is an excellent example of a community coming together over environmental issues with the motivation to get organised, contacting their councillors and requesting help to work in partnership with the council to identify funds to tackle issues in their neighbourhood
- Sea Cadets Tin Tabernacle
The Tin Tabernacle is a listed iron chapel built in the 1860s. In the 1950/60s it was fitted out by local people as a ship for Sea Cadets complete with extraordinarily accurate decks, portholes and a bridge. There is now a dedicated committee of local volunteers who are committed to getting the Sea Cadets back into this remarkable and inspiring building by returning it to basic health and safety standards. The key long term output will be to provide a thriving Sea Cadet Unit with up to 50-60 young cadets meeting twice a week (and weekends) to learn and experience sailing related skills and to create a unique community amenity. Ward Working funds contributed to Health and Safety works and other funding came from a private interior design company
- Music therapy for people with dementia (Northwick Park and Sudbury)
This was a new pilot activity run by Sudbury Neighbourhood Centre to provide eight weekly sessions of Nordoff-Robbins music therapy classes to help alleviate and possibly reverse the impact of Alzheimer's among existing users. Approximately 40% of the Centre's users suffer some degree of memory loss. Each of the eight sessions catered for ten clients (80 in total) and Ward Working funds paid for a qualified therapist and musical instruments
- Empire Way Toilets (Tokyngton)
Provision of additional toilets to address the issue of people urinating on residential property during Wembley event days has been a top priority of the Safer Neighbourhoods Ward Panel, residents associations and Wembley Stadium Residents Advisory Committee for a number of years. This was the fourth and final facility to be installed in an area where identifying appropriate sites had been particularly difficult. Although funding was provided through the Wembley Stadium planning agreement, a shortfall in the fit-out costs was identified and

Ward Working funds were used to ensure overall quality was not compromised

- Wembley Crime Prevention Panel Schools Drama Project (Queen's Park, Queensbury, Stonebridge, Welsh Harp)
This special needs drama project aimed to highlight preventable crimes in community and home settings for children with special needs. The workshops took place with children (aged 10-17) at The Village School, Vernon House Schools and The Manor School and involved a wide range of children with special needs, including complex medical and physical needs, learning difficulties, Autism, Cerebral Palsy and Down's syndrome. They used role-play to raise awareness about preventable crimes such as dealing with bogus and criminal callers at the door, stranger danger, bullying at home, mobile phone theft and internet dangers

7. Challenges and achievements

- 7.1. Protracted decision-making processes made spending the increased level of funding a challenge in some wards. The timetable agreed by the MRG helped with this, but some decisions were still taken too late in the year, which made it difficult for officers to carry out all the necessary checks and make payments before the end of the financial year.
- 7.2. As a result of this some changes have been agreed by the Member Reference Group to the process for Ward Working, to address some concerns raised by the team.
- 7.3. It has sometimes proved difficult for officers to arrange meetings with all members or to obtain decisions. To address this concern the MRG agreed a protocol, which was reported to this committee last year and has now been incorporated into the Ward Working Support Notes for Members.
- 7.4. A further change was to remove reference to a ward action plan from the Support Notes. The action plans had not proved to a useful tool and other methods had been developed to keep track of progress in each ward (e.g. project schedules) or the information had been incorporated into other documents (e.g. notes of ward meetings)
- 7.5. Concerns had been raised by members about the way the team dealt with project proposals that are not in line with council policy. This was taken to the MRG, who agreed that it would not be helpful to take up councillors' time by forwarding projects to them for consideration which would later be rejected on the grounds that they were not in line with council policy. MRG requested however that the relevant ward councillors be sent a copy of any future proposals which fell into this category, with an email explaining the legal position.
- 7.6. For the first time this year the team referred a project to Audit and Investigation. The investigation concluded that the council had not lost funds through the project and made a number of recommendations about the Ward Working process, all of which have been acted upon:

- Where two or more organisations are applying for Ward Working funding to jointly manage a project, the application process should require an appropriate agreement between the applicants
- Where the total Ward Working funding is £10K or more, adequate monitoring and verification should be undertaken by the Ward Working Team to ensure accuracy of the application. Similarly, during the evaluation process applicants should be required to produce relevant accounting records, including bank statements, evidence of income and expenditure as well as a summary of the project's accounts.
- Where the total funding is less than £10K, applicants should be keeping the project's accounts for a period of 6 complete financial years plus the current year.

7.7. The team has continued to work successfully through Local Joint Action Groups (LJAGs). These groups, which are organised by the Integrated Community Safety Team, bring together Police SNTs, relevant housing associations for the area, Brent Housing Partnership, Voluntary and Community Sector (VCS) organisations and Ward Working to develop joint approaches to issues of ASB. Small "task and finish" groups are set up with other agencies or departments to deal with issues that need more input, such as Challenge Close in Harlesden.

7.8. In the past some members have raised concerns about transparency, particularly in relation to VCS organisations. While each coordinator tries to get to know all of the VCS groups in each ward and to make sure they know about ward working there are always new groups to meet. Ongoing contact and a developing relationship with CVS Brent have made it easier to reach out to more organisations.

7.9. Ward Working funding is often used to pilot new ideas or new approaches. During this year councillors in Preston ward were approached by residents who wanted gates to be installed in an alley-way that was prone to fly-tipping and anti-social behaviour. At first the MRG agreed that nothing could be done because:

- Ward Working funds could not be used to do the work of the team that had previously run the alley-gating scheme
- The expertise to supervise such a scheme no longer existed in the council

However, in view of the level of concern from residents about this particular alley-way and of the commitment of the ward members to the issue, the decision was reviewed and a pilot scheme was agreed, whereby the residents were allocated funds to carry out the scheme with no support at all from the council. The pilot is still ongoing as it has taken time for the residents to constitute themselves as an organisation, take legal advice etc.

7.10. Once again the year saw an increase in the number of projects that were funded across a number of wards. In some cases this was joint

funding of the same project while in others it was the same project being delivered in a number of wards. Officers realised that delivery of these projects in one ward could be delayed because members in another ward had not yet decided on the project and so have devised a different approach for 2013/14.

8. The future

- 8.1. The current year has seen a decrease in the amount of funding available for distribution through Ward Working. In order to ensure that this additional funding is well managed the Member Reference Group has agreed that there will be a clear cut-off point for new projects of 1 October. Any projects submitted after this date will not be considered.
- 8.2. A review of community engagement, including Ward Working, is currently underway. The recommendations of the review are not available at the time of writing, but it may be possible to give a verbal update at the meeting.

9. Diversity implications

- 9.1. Ward Working seeks to reach out to residents who would not usually attend meetings or take part in consultation exercises. By going out into communities the team are able to gather the views of people from a wide range of backgrounds, ages, faiths etc. Analysis of consultation returns in 2011-12 showed that more work needed to be done to reach young people and this was addressed in 2012-13 (see 5.5 above).
- 9.2. Projects funded through Ward Working are open to all residents unless they are intended to address an identified gap or issue. This approach helps to foster community cohesion and bring communities together.
- 9.3. Over the year the team reviewed its consultation and incorporated a transgender question in its equalities monitoring.

10. Financial Implications

- 10.1. There are no direct financial implications. However, the effective implementation of Ward Working is one of the council's initiatives to ensure value for money, by providing services that are targeted effectively and that meet the expressed needs of local residents.

11. Legal Implications

- 11.1. None

Background Papers

Ward Working Support Notes for Members

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Appendix 1

Ward Working Consultation results 2012/13 - summary

The results of all consultation undertaken by the team are included in separate tables (attached Appendix 3). What follows is a snapshot of residents' views captured at various public events and walkabouts (though not necessarily all resident or partnership meetings) as well as responses from neighbourhood bulletins distributed to each home in each ward during the year 2012/13. The data is intended to give an overview of the key themes that residents have raised rather than a comprehensive list of all issues or details about specific problems. The numbers are too small to be representative of the whole ward, but when considered alongside other information from councillors' surgeries, partners, community meetings and ward breakout sessions at Area Consultative Forums they do give a good indication of residents' views.

Explanation of data sources

Brent Bingo/Festivals An engagement exercise conducted at public events. It asked residents to choose the top 3 items from a list of 10 issues and rank them in the order of importance deemed necessary to improve their ward. There were 207 returns. (Please note there were more returns but some were not included in the analysis as they were from participants outside the borough.)

Bulletins/leaflet returns Ward Working produced two Neighbourhood Bulletins for each ward. Residents were invited to submit their views using the freepost tear-off form provided. There were 558 returns.

Walkabouts These were councillor-led and provided an opportunity for residents to come along and voice their concerns about the area to their local councillors. Walkabouts were mostly targeted on a specific area of a ward.

Summary of Results

The top issues across all wards in Brent were:

- Community Safety
- Pollution, rubbish and refuse
- Street improvements

The top issues for each ward were:

Ward	Top Issues
Alperton	1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Barnhill	1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Brondesbury Park	1. Community Safety

	<ol style="list-style-type: none"> 2. Pollution, rubbish and refuse 3. Environment or green issues
Dollis Hill	<ol style="list-style-type: none"> 1. Community Safety 2. Street improvements 3. Environment or green issues
Dudden Hill	<ol style="list-style-type: none"> 1. Pollution rubbish and refuse 2. Community Safety 3. Environment or green issues
Fryent	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution rubbish and refuse 3. Street improvements
Harlesden	<ol style="list-style-type: none"> 1. Community Safety 2. Facilities for young people 3. Street improvements
Kensal Green	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Kenton	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Kilburn	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Parks and open spaces
Mapesbury	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Northwick Park	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Preston	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Queen's Park	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Environment or green issues
Queensbury	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements
Stonebridge	<ol style="list-style-type: none"> 1. Community Safety 2. Street improvements 3. Pollution, rubbish and refuse
Sudbury	<ol style="list-style-type: none"> 1. Community Safety 2. Street improvements 3. Pollution, rubbish and refuse
Tokington	<ol style="list-style-type: none"> 1. Community Safety 2. Facilities for young people 3. Pollution, rubbish and refuse
Welsh Harp	<ol style="list-style-type: none"> 1. Community Safety 2. Pollution, rubbish and refuse

	3. Street improvements
Wembley Central	1. Community Safety 2. Street improvements 3. Pollution, rubbish and refuse
Willesden Green	1. Community Safety 2. Pollution, rubbish and refuse 3. Street improvements

Equalities Data

Equalities data is collected from all consultation returns. It is analysed by ward to assist with targeting consultation in the following year. Details of respondents by ethnicity and age are shown in separate tables (attached Appendix 3). The tables on ethnicity give comparisons with the census data. This shows that in every ward white people were over-represented in the responses and in nearly every ward Black and Asian people were under-represented.

Appendix 2

2012/13 Ward Working Expenditure by ward

Alperton

Ward priorities: community activities; initiatives for young people; environmental improvements

Project	Amount
Alperton Community School debating society Project to establish an inter-schools debating society.	£6,600
Lyon Park Primary School Diamond Jubilee garden Development of an eco garden and woodland area to mark the Queen's Diamond Jubilee.	£6,570
Landscaping Mount Pleasant play area Re-landscaping of Mount Pleasant play area with multi-seasonal display of flowers to 'design out' anti-social behaviour.	£4,800
I Made This: youth enterprise project Youth Enterprise project for 16-21 year olds.	£3,950
Willesden Constantine FC summer football programme Four week summer holiday football camp at the Goals Centre at Alperton Sports Ground for up to 50 young people in the Wembley area aged 7-16. It will include workshops on healthy eating and bullying. <i>Joint funded with Wembley Central ward.</i>	£3,398
CODEC UK health and well-being programme A project to develop a programme of activities including yoga and well-being.	£3,240
Ealing Road Library work, rest and play Resurfacing of the tarmac area to the rear of Ealing Road library to provide a new study spaces, classes and events for up to 50 users. Folding tables and chairs will also be purchased. <i>Joint funded with Wembley Central ward.</i>	£2,997
Egerton Road environmental improvements Clearance of two alley ways of debris, overgrown vegetation and rubbish.	£2,585
Tree planting Planting of eight trees across the ward in partnership with Heather Park Neighbourhood Watch Association.	£2,000
Landscaping at Mount Pleasant and Woodstock Road Refurbishment of the raised bedding area to improve the aesthetics of the area.	£1,570
Elders Voice front garden project Improving the appearance of neglected front gardens of older people in the local community.	£1,000
GUC Carlyon Road Bridge security fencing Installation of security fencing for a pedestrian bridge to tackle crime and the fear of crime along the canal.	£680
Energy Solutions tackling debt advice workshops Community workshops based on household budgeting dealing with debt and utility bills.	£610
Total spend	£40,000

Barnhill

Ward priorities: Young people and education, crime and community safety, older people

Project	Amount
Chalkhill Jubilee Party Contribution to CRA to hold Jubilee celebration on Chalkhill Estate	£930
Ceramics arts course Town Hall Library A programme of 8 weekly sessions for young people with a ceramics tutor delivered Spring term 2013.	£1,520
Chalkhill summer games CCA to run fun activities for 3 hours each day over the 12 day London Olympics aimed at children and young people aged 8-18.	£3,900
Chalkhill All-ympics Contribution to Chalkhill Youth Forum for a Community Sports Partnership programme for summer 2012 for children and young people	£6,434
Chalkhill Residents Association coach trip Contribution to coach trip to the seaside for residents from all parts of the Chalkhill estate	£700
Chalkhill Cre8 Support to the Chalkhill Cre8 youth programme by funding a PA system and a digital camcorder	£1,400
Chalkhill Park opening activities Events to celebrate the opening of the new park	£10,000
Magnolia Senior Citizens Club canopy Construction of a canopy to shelter mobility scooters while users attend club	£2,400
Access to Poplar Grove MUGA Replacement of existing path to allow access to MUGA in all weathers	£5,000
Chalkhill Somali Development Group Homework club Contribution to equipment for homework club for all children and young people who are residents in Chalkhill and the surrounding area from age 7-14	£3,000
Victim Support To deliver a programme of crime prevention interventions in primary schools	£1,000
Litter campaign Funding to Ark Academy to support work with local residents and businesses to tackle litter	£1,000
Dog fouling signs Five signs to be installed across the ward	£250
Plastic covers for notice boards in Fryent Country Park To deter removal of notices about dog-walking restrictions	£452
Women of the Future 12 week pilot course to help get women off benefits including an advance course in sewing and English language support.	£2,014
Total Spend	£40,000

Brondesbury Park

Ward priorities: activities for the elderly; youth engagement; Tiverton Green; sports activities

Project	Amount
Queens Park Rangers KICKZ football project Contribution towards community football and sports projects in partnership with Queens Parks Community School. Jointly funded with Queens Park ward.	£10,000
New minibus Contribution towards new minibus for Willesden Air Cadets; jointly funded with Mapesbury ward.	£6,000
Age UK Providing regular advice sessions on benefits, advocacy and well being for older residents.	£5,000
Elders Voice Gardening project Providing front garden improvement for vulnerable ward residents aged 60+ at risk of burglary.	£4,500
Elders Voice Outdoor rail project Providing outdoor rails to protect older and disabled people from falls and accidents while entering and leaving their homes.	£4,125
Tiverton Green Contribution towards new gates; jointly funded with Queens Park ward.	£2,500
New Trees Purchase of eight trees to be planted on Tiverton Green, as part of community planting initiative.	£2,000
Kilburn Festival 2012 Contribution towards stage and set up costs for community festival.	£2,000
Arts Installation Project Contribution towards Kensal Rise Arts installation project in partnership with Arts Republic. Jointly funded with Queens Park ward.	£1,500
Scouts equipment Purchase of new tents and camping equipment for 28th Willesden Scouts Group.	£1,000
Computer equipment Contribution towards computer equipment for Lawnfield House nursing home.	£825
ABC Football coaching Contribution towards purchase of new balls, equipment and kits for football coaching at local schools and community groups	£500
Brent Pensioners Forum Contribution towards Jubilee/Anniversary event	£50
Total Spend	£40,000

Dollis Hill

Ward priorities: Community Activities, Young People and Environment Improvements, Crime and Safety

Project	Amount
Jubilee Celebrations: CAM residents Association Contribution to festivities to celebrate the Queen's Diamond Jubilee 2012	£250
Jubilee Celebrations: SATARA residents Association Contribution to festivities to celebrate the Queen's Diamond Jubilee 2012	£250
Jubilee Celebrations: Waterloo Road, Alder Road and Paddock Road Resident Association Contribution to festivities to celebrate the Queen's Diamond Jubilee 2012	£250
Crime Safety Project: To provide discounted self defence classes to young people and adults	£1,500
Tree Planting Six trees to be planted in Dollis Hill – Humber road and surrounds	£1,500
CCTV and Controlled drinking signs for the ward Signs for Coles Green Road and Pinemartin Estate	£323
Brent Pensioners Forum celebrations Contribution towards marking the 25 th anniversary of Brent Pensioners Forum	£50
Gladstone Park path improvements, planting and safety improvements Joint project with Brent Parks Department to improve the safety and look of Gladstone Park	£4,934
Luke's Lions Contribution to Luke's Lions for memorial to Luke Fitzgerald	£1,000
SABA – Training workshops for young people Society for the Advancement of Black arts ran a programme open to all young people that delivered media training and creative industry micro businesses development	£1,000
Luke's Lions Football Club Help to fund outreach work to include disenfranchised young people to access football training opportunities. Funding provided for kits and equipment	£2,000
IT classes programme European Community Driving Licence training and qualification targeting hard to reach women who can not traditionally access main stream run by Seeking Skills at Crest Academy	£5,048
Victim Support Project to work with schools and the local community to provide safety advice and reassurance equipment	£394
Mini-bus project Funding towards a mini-bus to be used by the ward's community organisations and Crest Academy. Joint project with Crest Academy	£20,000
Container in Gladstone Park Joint project with Dudden Hill and Mapesbury Wards to fund storage space for Sports Club Equipment	£1,000
Total spend	£39,499

Dudden Hill

Ward priorities: Community Activities, Young People and Environment Improvements, Crime and Safety

Project	Amount
I Made This – Youth Enterprise Project ABI Associates Youth Enterprise project for 16-21 year olds	£1,000
Police SNT Project Crime Reassurance Equipment for Victims of Crime	£5,000
Controlled Drinking Signs Funding no drinking signs in Polish to be installed in Neasden Shopping Parade	£133.68
Crest Academy Mural Project Mural on Tanfield road to be redesigned and repainted	£1500
Brent Pensioners Forum celebrations Contribution towards marking the 25 th anniversary of Brent Pensioners Forum	£50
SABA – Training workshops for young people Society for the Advancement of Black arts ran a programme open to all young people that delivered media training and creative industry micro businesses development	£1,000
Elders Voice – Front garden project Improving the appearance of neglected front gardens of older people in the local community.	£4,500
Energy Solutions - Tackling Debt advice workshops Community workshops based on household budgeting, dealing with debt and utility bills	£1,431.50
Deter Street Drinkers in Neasden Shopping Parade Removal of benches and redesigning and fixing wall so street drinkers can not sit on it	£1266.32
Art workshops Working with local schools to reduce stress through art and music workshops	£2,738
Aladdin's Cave Story and drama workshops for young people	£2,500
Homework Club Providing laptops and tutoring to young people through Brent Libraries	£1,650
Arthur Wharton Heritage Play Providing drama workshops and play involving all school in the ward	£3,500
Container in Gladstone Park Joint project with Dudden Hill and Mapesbury Wards to fund storage space for Sports Club Equipment	£1,000
BSAFE Engaging Drug and Alcohol users through outreach	£2,600
Victim Support Project to work with schools and the local community to provide safety advice and reassurance equipment	£825.50
Nu Start Young people confidence and law abiding educational workshops	£3,055
Hornstars Sports related Young people project	£3,000
Trees in the borough 13 trees to be planted around the ward	£3,250
Total spend	40,000

Fryent

Ward priorities: Roe Green Park improvements; supporting young people; supporting older people's activities

Project	Amount
Roe Green Park Contribution towards Roe Green Park playground improvements.	£10,125
Edgware Road Contribution towards Edgware Road feasibility study to explore long term regeneration opportunities.	£5,000
Elders Voice Outdoor Rail Project Providing outdoor rails to protect older and disabled people from falls and accidents while entering and leaving their homes.	£4,125
I Made This Business Enterprise A social enterprise project targeting 16-21 year olds across the ward.	£3,950
Community Planting Contribution to new planting at Fryent Country Park and Kingsbury in partnership with Barnhill Conservation Group and Roe Green Walled Garden.	£3,000
Springfield Mount Contribution towards cleaning up fly-tipping; rat baiting and improving surface.	£2,800
Gardening Project Developing gardening Club for Church Lane Children's Centre.	£1,500
Homework Club Contribution towards Homework Club at Kingsbury Library Plus.	£1,500
Interviews and Presentation Workshops to help local residents with interview and presentation skills.	£1,200
Bin the Bling Workshops with Kingsbury High School students to help raise academic achievement.	£1,500
Litter Project Contribution towards litter reduction project in partnership with Kingsbury High School. Jointly funded with Queensbury Ward.	£1,000
Kingsbury Scouts Contribution towards new equipment for Kingsbury Scouts/Beavers and Cubs.	£1000
Masons Field Noticeboard Contribution towards community noticeboard for Masons Field nature reserve (within Fryent Country Park) in partnership with Brent Parks Service.	£1000
Energy Solutions Community workshops to help support local residents on household budgeting, debts and utility bills.	£700
Go Green Contribution to Go Green workshops at Kingsbury Library Plus.	£750
Fryent Country Park noticeboards Providing plastic covers for the notice boards to prevent removal of the notices.	£600
Brent Pensioners Forum Contribution towards Jubilee/Anniversary event.	£50
Total Spend	£39,800

Harlesden

Ward priorities: Community Activities, Young People, Environment Improvements, Community Safety (Reassurance)

Project	Amount
Community First Funding for LIFT People to manage and administer the Community First Grant Programme across Harlesden and Kensal Green wards	£1,500
B.SAFE A volunteer-run Saturday service for people with or affected by substance issues	£3,950
Challenge Close Consultation Community consultation process with LIFT People and Catalyst Gateway.	£5,000
Burns Road and Bramshill Road Environmental Improvements Environmental improvements to improve the play area and the raised beds	£11,356
Energy Solutions tackling debt advice workshops Community workshops based on household budgeting dealing with debt and utility bills.	£4,185
Roundwood Residents Association A community led programme of sewing classes for Harlesden residents	£1,100
Roundwood Youth Club Funding to develop a sensory room for young people with learning disabilities	£2,000
Brent Libraries – Homework Club Plus Funding to improve the existing homework club provision at Harlesden libraries for up to KS4 pupils	£1,650
Kiran Talking Newspapers - Digitalisation Digital talking newspaper service to Brent's visually impaired residents.	£4,000
Elders Voice – Front Gardens project Project to tidy the front gardens of elderly residents	£1,000
Elders Voice – Outdoor Rails Project to install outdoor rails for elderly resident	£825
Victim Support – Crime Prevention A crime prevention project with schools and residents	£3,434
Total spend	£40,000

Kensal Green

Ward priorities: Roundwood Youth Club, Environment Improvements, Community Safety (Reassurance)

Project	Amount
Community First Funding for LIFT People to manage and administer the Community First Grant. <i>Jointly funded by Harlesden and Kensal Green wards</i>	£1,500
Junction Association Contribution to annual clean up day	£540
Energy Solutions tackling debt advice workshops Community workshops based on household budgeting dealing with debt and utility bills.	£610
Water Connection at Tubbs Road Water supply to allow residents to maintain the Tubbs Road Pocket park	£7,027
Brent FAIRTRADE A resin based piece of public art for Kensal Green on Harrow Road	£1,605
All Souls Church – Concert Venue A project to develop All Souls Church as a local concert venue and music centre	£2,000
Roundwood Youth Club Funding for equipment at the new centre	£9,105
REACH RA Kensal Green Anti-litter campaign Raise awareness and encourage participation in environmental improvement projects	£5,650
12 Trees in Ravensworth, Cholmondeley Ave and Ranelagh Road Planting of 12 new trees with local community group REACH RA.	£3,000
Victim Support – Crime Prevention A crime prevention project with schools and residents	£394
HAZEL Road MUGA Sports Programme Programme of 12 weeks structured Sports activities January to March 2013	£500
Furness Road Pocket Park Project with local residents to improve the pocket park	£8,069
Total spend	£40,000

Kenton

Ward priorities: Community Cohesion, Young People, Environment Improvements, Parks and Open Spaces

Project	Amount
St. Gregory's Science College – Aim Higher Improving chances for Kenton students of attaining higher qualifications with a dual focus on academic and social skills through the 2012 World Challenge Programme	£6,000
Uxendon Primary School – Reading Programme An inclusive project to improve literacy and include parents	£3,300
John Billam – Children's Play area access gate Installation of an safety access gate to the U8 play area from Woodcock Hill	£890
Mount Stewart Juniors – Environmental Improvements A sensory garden for pupils and the local community	£4,000
St Luke's Hospice – DVD A short version of the original film funded by Ward Working on 2009-10 for showing in Brent GP surgeries and hospital waiting rooms	£2,500
KULANU Community Centre – Central Heating Contribution to the Community Centre's central heating system. The centre is used by many community groups and sports activities.	£10,000
Youth Wing Cricket Club Provision of badminton, indoor cricket and table-tennis for the local community as well as armchair exercise programme for the elderly and Bolly-aerobics for women at Jewish Free School	£1,682
Albanian Union Mother Tereza – Supplementary School Supplementary school to support children with Maths and English tuition	£8,714
Kiran Talking Newspapers - Digitalisation Digital talking newspaper service to Brent's visually impaired residents.	£2,000
Woodcock Park MUGA bins Funding to install 2 parks bins outside the MUGA in Woodcock Park	£914
Total spend	£40,000

Kilburn

Ward priorities: young people; older people and employment and training projects

Project	Amount
Willesden Lane feasibility project Contribution towards Willesden Lane Feasibility study in partnership with Brondesbury Residents and Tenants Association.	£5,000
Charteris Community sports project Set up costs for new community sports centre group.	£5,000
I Made This Business Enterprise A social enterprise project targeting 16-21 year olds across the ward.	£3,950
South Kilburn gardening project Garden project for children and young people based at OK Club (South Kilburn).	£3,640
Positive Slogans Contribution towards Kilburn based community arts project based around design and fashion, in partnership with South Kilburn Studios.	£3,328
Healthy Living project Project to promote healthy living and fitness activities in South Kilburn.	£3,000
Open Age Keep fit activities for older people in South Kilburn.	£3,000
Kilburn Festival 2012 Contribution towards stage and set up costs for community festival.	£2,000
Kilburn Library Artist in Residence project; jointly funded with Queens Park ward.	£2,000
Basketball Project Contribution toward Basketball coaching project in South Kilburn in partnership with South Kilburn partnership.	£2,000
Sea Cadets Contribution towards renovation costs for Tabernacle building	£2,000
South Kilburn football project Contribution towards football coaching in South Kilburn, in partnership with Middlesex Football Association.	£1735
Jubilee party Contribution to Brent Eleven Streets Residents Association community Jubilee party.	£1,430
The Albert Contribution towards a range of cooking and sports projects.	£1,367
Garden project Contribution towards Hazlemere Road garden project.	£500
Brent Pensioners Forum Contribution towards Jubilee/Anniversary event	£50
Total Spend	£40,000

Mapesbury

Ward priorities: supporting young people; older people and environmental improvements

Project	Amount
Age UK Providing regular advice sessions on benefits, advocacy and well being for older residents.	£6,000
Cricklewood Festival 2012 Contribution towards festival costs, marketing and promotions.	£6,000
New benches New benches for Gladstone and Rainbow Park.	£4,000
20th Willesden Scouts Contribution towards new community minibus for Scouts activities and camps.	£2,500
NW2 Jubilee Party Contribution towards staging and set up costs for event.	£2,500
MAPRA Jubilee Party Contribution towards set up costs, marketing and additional community planting.	£2,500
Elders Voice gardening project Providing front garden improvement for vulnerable ward residents aged 60+ at risk of burglary.	£2,500
Elders Voice outdoor rail project Providing outdoor rails to protect older and disabled people from falls and accidents while entering and leaving their homes.	£2,500
Pakistan Community Centre Night Shelter project in partnership with Cricklewood Homeless Concern.	£2,419
New trees Purchase of eight trees to be planted across ward.	£2,000
Community noticeboard Mapesbury Residents Association community noticeboard.	£1,500
Mapesbury Residents Association Contribution towards improving the local street scene with planting and to promote civic pride.	£1,430
New minibus Contribution towards new minibus for Willesden Air Cadets; jointly funded with Brondesbury Park ward.	£1,000
Gladstone Park Contribution towards storage container for local sports clubs in Gladstone Park.	£1,000
Mapesbury Dell Funding to support Jubilee Rose Garden project with planting and set up costs.	£929
NW2 Community planting Contribution towards improving Cricklewood Broadway community planting and promoting civic pride.	£652
Signs Contribution towards Controlled Drinking signs for Chichele Road.	£520
Brent Pensioners Forum Contribution towards Jubilee/Anniversary event.	£50
Total Spend	£40,000

Northwick Park

Ward priorities: youth activities; older people; crime prevention

Project	Amount
Northwick Park play equipment Expansion of the Northwick Park children's play area and purchase and installation of a new 'supernova' slanted ring roundabout to improve local facilities and help strengthen community relations.	£9,365
Tree planting Planting of 29 trees across the Sudbury Court and Pebworth estates at priority locations in Littleton Road, Shelley Gardens, Holt Road and Spencer Road.	£7,250
Elders Voice key clamp outdoor rail project Fitting of specially designed metal external handrails to properties to help prevent trips/falls for up to 10 older people in the ward who are physically infirm or disabled.	£4,125
Junior Aerobics classes Provision of a weekly, subsidised junior aerobics class at Vale Farm Sports Centre for one year for young women under 18 to improve health and fitness.	£2,856
Byron Court School community garden and wildlife project Joint fruit/vegetable growing inter-generational project between the school and Sudbury Neighbourhood Centre. Funding is for fencing of the school's garden area.	£2,712
Safer Neighbourhoods burglary prevention Purchase and distribution of crime prevention equipment (personal alarms, home security packs, property marking stickers, sat. nav. window cleaner, number plate screws) by the Safer Neighbourhoods Teams to reduce burglary and robbery and fear of crime.	£2,500
Elmwood Park benches Installation of two metal benches to improve local facilities and encourage greater use of the park.	£2,028
Safer Neighbourhoods laser speed detection equipment Purchase of speed gun for use by the Safer Neighbourhoods Team in joint operations with trained residents to reduce incidences of speeding in the ward.	£1,906
Route 18 winter night shelter Support to extend Cricklewood Homeless Concern's rough sleeper programme to St George's Church with support from neighbouring St Andrew's. <i>Joint funded with Sudbury ward.</i>	£1,500
Building Bridges art and healthy living workshops To provide a range of community workshops over a four week period during at Vale Farm Sports Centre to bring people in the community together and help reduce incidences of anti-social behaviour.	£1,500
Brahmin Society North London elders group Support to provide a weekly luncheon club for up to 40 isolated elderly people aged 60+ in the community focusing on health, welfare, education and entertainment. <i>Joint funded with Sudbury ward.</i>	£1,305
Swimming lessons for the over 60s Provision of four eight-week free courses run during the year at Vale Farm Sports Centre for residents aged 60+ to increase take-up of sports services from an under-represented group.	£1,216
Music therapy for clients with dementia Support for a pilot project to provide eight weekly sessions of music therapy classes to help alleviate the impact of Alzheimer's among Sudbury Neighbourhood Centre's client base. <i>Joint funded with Sudbury ward.</i>	£1,000
Victim Support crime prevention One-day workshop run jointly with British Transport Police at Byron Court school to	£490

provide young people with crime prevention advice and equipment and information on keeping safe.	
Daniel's Den project daffodil Purchase of two planters to make the parent and toddler group's premises at St Andrew's scout hut more appealing and encourage attendance from isolated parents in the area.	£90
Brent Pensioners jubilee project Contribution towards a celebratory event in November 2012 to mark the groups silver anniversary. <i>Joint funded with 18 wards.</i>	£50
Total spend	£39,893

Preston

Ward priorities: environmental improvements; community activities; sports activities for young people

Project	Amount
Age UK information and advisory community project Provision of a monthly benefit/advice and information surgery to enable older people aged 60+ in the ward to continue to live independently within the community.	£7,200
Safer Neighbourhoods burglary prevention Purchase and distribution of crime prevention equipment (personal alarms, home security packs, property marking stickers, sat. nav. window cleaner, number plate screws) by the Safer Neighbourhoods Teams to reduce burglary and robbery and fear of crime.	£4,499
Grasmere Avenue alley-gate Installation of an alley-gate on Grasmere Avenue to address concerns about increased fly-tipping.	£4,500
Elders Voice key clamp outdoor rail project Fitting of specially designed metal external handrails to properties to help prevent trips/falls for up to 10 older people in the ward who are physically infirm or disabled.	£4,125
Youth Wing Cricket Club community sports Provision of badminton, indoor cricket and table-tennis for the local community as well as armchair exercise programme for the elderly and Bolly-aerobics for women (24 sessions of each activity) at the Jewish Free School and Patidar House. <i>Joint funded with Kenton and Wembley Central wards.</i>	£4,000
Brent Libraries Aladdin's cave story and drama workshops Term time programme of visits to Preston Park Primary School by selected authors/story and drama groups to enhance the libraries outreach programme.	£3,600
Tree planting Planting of 14 trees on Elmstead Avenue and Beechcroft Gardens to improve the street scene.	£3,500
Preston Manor School gardening project Groundwork London led project working with young people at risk of exclusion to transform a disused courtyard area at the school and provide food growing workshops.	£3,032
Kiran Talking Newspapers Digitisation of news, information services and plays to blind and visually impaired people in Brent. <i>Joint funded by 5 wards.</i>	£2,000
Building Bridges art and healthy living workshops To provide a range of community workshops over a four week period during at Clarendon Gardens community centre to bring people in the community together and help reduce incidences of anti-social behaviour.	£1,500
Yogi Divine Society channelling the potential project Support for an employability programme for those seeking employment or career advancement.	£1,179
Brent Ballers basketball activities at Preston Manor Free after school basketball sessions for young people at Preston Manor High to encourage participation and promote health and well-being.	£580
Brent Pensioners jubilee project Contribution towards a celebratory event in November 2012 to mark the groups silver anniversary. <i>Joint funded by 18 wards.</i>	£50
Total spend	£39,765

Queensbury

Ward priorities: Community Activities, Young People and Environment Improvements, Crime and Safety

Project	Amount
Jubilee Roe Green Celebration Contribution towards Queens Jubilee Celebration and plants/bench commemorating event	£2,050
Wembley Crime Prevention Panel Schools Project Crime Awareness project targeting young people with special needs	£533
Roe Green Winter Celebrations Celebratory event held for all the community	£550
Trees and Greening the ward 20 street trees for around the ward	£5,000
Elders Voice Front Gardens Project Improving the appearance of neglected front gardens of older people in the local community.	£4,500
Energy Solutions: Financial debt advice Community workshops based on household budgeting, dealing with debt and utility bills	£610
Kingsbury Library Go Green workshops Workshops jointly funded with Fryent Ward in Kingsbury Library	£750
Grove Park Redevelopment Project New playground, path and general development of the park	£14,700
I made this ABI associates ABI Associates Youth Enterprise project for 16-21 year olds	£3950
Roe green redevelopment and Activities project Joint project with Fryent Ward for safety improvements to Roe Green Park	£832
Victim Support Project to work with schools and the local community to provide safety advice and reassurance equipment	£394
Abundance arts Working with local schools to reduce stress through art and music workshops	£2667
All saints community hall refurbishment Refurbishment of the community hall	£1000
Dog fouling signs Dog fouling and installation for various areas in the ward	£1257
Kingsbury High School Litter Project Project with Fryent Ward and the Waste Education department to clean up the local area	£1000
Total spend	£39,793

Queens Park

Ward priorities: young people; local enterprise and supporting Tiverton Green

Project	Amount
New play equipment Contribution towards new children's play equipment for Queens Park; in partnership with Corporation of London.	£10,000
New trees Planting of forty new trees across the ward, in partnership with the local residents associations.	£10,000
Queens Park Rangers KICKZ football project Contribution towards community football and sports projects in partnership with Queens Parks Community School. Jointly funded with Brondesbury Park ward.	£7,000
Queens Park Community day 2012 Contribution towards set up costs and equipment hire for community day, in partnership with Queens Park Residents Association.	£5,000
Tiverton Green Contribution towards new entrance gates; jointly funded with Queens Park ward.	£2,500
Kilburn Library Artist in Resident project; jointly funded with Kilburn ward.	£2,000
Arts Installation project Contribution towards Kensal Rise Arts installation project in partnership with Arts Republic. Jointly funded with Queens Park ward.	£1,500
Crime Prevention Project Contribution towards bike marking kits and computer equipment for Safer Neighbourhood Team.	£1,000
Jubilee Party Contribution towards community Jubilee party set up costs for Church Of Transfiguration.	£750
Crime drama project Contribution towards local school crime drama project, in partnership Wembley Crime Prevention Panel.	£533
Brent Pensioners Forum Contribution towards Jubilee event.	£50
Total Spend	£39,833

Stonebridge

Ward priorities: Young People, Environment Improvements, Community Safety
(Reassurance)

Project	Amount
Nubian Jak – Dennis Brown Blue Plaque Blue plaque at Hazeldean Road	£400
St Raphael's All-lympics 2012 Summer holiday activities	£5,475
Equipment for food growing project Food growing project at St. Raphael's Children's Centre	£750
St. Raphael's Capital Growth food growing project Project with local residents to create a food growing project at Pitfield Way	£14,458
St. Patrick's landscaping project (Drury Way) Project with local residents to design out fly-tipping and anti-social behaviour	£2,270
Mitchellbrook Football Project Summer football and level 1 FA coach training	£1,818
Wembley Crime Prevention Panel – Vernon House School Crime prevention project	£533
STONEBRIDGE – Scruffbag Film Productions Community consultation engaging with young people in Stonebridge	£1,270
I Made This: youth enterprise project Youth Enterprise project for 16-21 year olds.	£3,950
Summer play scheme places for vulnerable families Enabling vulnerable families to access places at local summer school	£500
Age UK – St. Raphael's Health & Wellbeing Day – November 2012	£1,800
Southcroft TA Armchair exercises Exercises for the over 60's	£600
St. Michaels & All Angels – mobile stage Mobile stage for use by the whole community	4,805
Benches at Gibbon Recreation Ground Three new benches for Gibbons recreation ground	£915
Cycle Restrictors at Tatum Road/ Barry Road Restrictors to tackle speeding mopeds through the estate	£456
Total spend	£40,000

Sudbury

Ward priorities: youth activities; health and fitness

Project	Amount
<p>SERA creating community growing plots Support for Sudbury Elms Residents Association (SERA) to turn a former derelict allotment site at Elms Gardens into 12 community growing plots</p>	£7,766
<p>JAM youth club counselling services Provision of professional counselling for up to 20 NEET and 'looked after' young people currently attending the Methodist Church youth club to support them back into mainstream education and street them away from crime.</p>	£5,100
<p>STRA Diamond Jubilee event Sudbury Court Residents Association's (STRA) free community event in June for Sudbury residents to celebrate the Queen's Diamond Jubilee.</p>	£5,000
<p>Track Academy Barham holiday programme Year-long pilot holiday programme during the school holidays at Barham School for targeted young people aged 8-11 to improve their health and fitness and build confidence.</p>	£5,000
<p>Route 18 winter night shelter Support to extend Cricklewood Homeless Concern's rough sleeper programme to St George's Church with support from neighbouring St Andrew's. <i>Joint funded with Northwick Park ward.</i></p>	£2,700
<p>Chaplin Road speed sign Erection of an electronic speed warning sign on Chaplin Road to help reduce incidences of eastbound speeding traffic.</p>	£2,500
<p>St John's Community Centre Investing in tomorrow's people today Youth programme targeting young people aged 8-16 at risk of exclusion. It will provide a range of weekly arts workshops including film, editorial, photography journalism and research. A community event will take place to promote the final work. <i>Joint funded with Wembley Central ward.</i></p>	£2,225
<p>Patidar Centre healthy eating healthy life project Funding of a fully equipped and functioning kitchen at Patidar House to provide healthy, hot meals for their nursery children and elders group on a daily basis. <i>Joint funded with Tokyngton and Wembley Central wards.</i></p>	£2,000
<p>Sudbury Neighbourhood Centre wheelchairs for elderly clients Purchase of five medium-weight wheelchairs to take clients on day trips and outings.</p>	£1,750
<p>Allendale Road litter hotspot clearance Completion of works to clear litter from highways marginal land at the junction of Allendale Road and District Road including installation of new fencing.</p>	£1,435
<p>Music therapy for clients with dementia Support for a pilot project to provide eight weekly sessions of Nordoff-Robbins music therapy classes to help alleviate the impact of Alzheimer's among Sudbury Neighbourhood Centre's client base. <i>Joint funded with Northwick Park ward.</i></p>	£1,000
<p>Brahmin Society North London elders group Support to provide a weekly luncheon club for up to 40 isolated elderly people aged 60+ in the community focusing on health, welfare, education and entertainment. <i>Joint funded with Northwick Park ward.</i></p>	£1,000
<p>Barham Park Veterans Club sports equipment Purchase of new equipment (table tennis table, board game and a table and chairs) to encourage wider community use of the club and help members keep active and mobile.</p>	£880
<p>Kiran Talking Newspapers</p>	£844

Digitisation of news, information services and plays to blind and visually impaired people in Brent. <i>Joint funded by 5 wards.</i>	
Brent Food Bank Support to establish a new food bank at St Andrew's Church as part of an eventual seven strong network across Brent. Food will be available to those clients referred by a frontline care professional.	£500
Tree planting Planting of a tree in Ash Grove to replace that previously lost.	£250
Brent Pensioners jubilee project Contribution towards a celebratory event in November 2012 to mark the groups silver anniversary. <i>Joint funded by 18 wards.</i>	£50
Total spend	£40,000

Tokynghon

Ward priorities: youth activities; older people's activities; environmental improvements

Project	Amount
Tokynghon youth café Provision of a new twice-weekly youth café at Wembley Retail Park for young people aged 12-18. Funding will cover the cost of youth workers.	£15,100
Empire Way toilets Support towards the installation of a new landmark toilet facilities at the junction of Dagmar Avenue and Wembley Hill Road to address public urinating on Wembley event days.	£10,000
Tokynghon cycling project To provide a pool of managed bicycles available at Oakington Manor School to increase the take-up of cycling in the ward, particularly by Asian women. The scheme will also provide training for young people at the school as part of the Sustrans run bike-it initiative.	£6,250
Patidar Centre healthy eating healthy life project Funding of a fully equipped and functioning kitchen at Patidar House to provide healthy, hot meals for their nursery children and elders group on a daily basis. <i>Joint funded with Sudbury and Wembley Central wards.</i>	£4,500
Chalkhill Youth Forum Tokynghon All-lympics Olympics themed summer holiday community sports partnership programme at the Arc Academy for young people aged 4-19 to improve youth inclusion within the ward. <i>Joint funded with Barnhill and Stonebridge wards.</i>	£2,082
Daniel's Den @ Elsley Primary School Year long parent and toddler support for Tokynghon families at the group's new location in Elsley Primary School.	£1,550
Metropolitan Police cannabis awareness day One-off after school event at Copland School for young people aged 14-20 providing advice from local drugs agencies and positive diversionary activities from local sporting clubs. <i>Joint funded with Wembley Central ward.</i>	£468
Brent Pensioners jubilee project Contribution towards a celebratory event in November 2012 to mark the groups silver anniversary. <i>Joint funded by 18 wards.</i>	£50
Total spend	£40,000

Welsh Harp

Ward priorities: Community Activities, Young People and Environment Improvements, Crime and Safety

Project	Amount
Wembley Crime Prevention Panel Crime Awareness project targeting young people with special needs	£798
Hornstars Sports related Young people project	£3,000
Elders Voice – Outdoor Rail project Funding for outdoor rails for elderly people to keep them safe and more mobile	£4,125
Summer arts and drama workshop Outreach project in Press House facilitated by Tricycle Theatre and jointly funded with Networks Stadium Housing Association	£4,010
Sound system and Zumba Classes Shree Prajapati Association project to update sound system of hall and provide Zumba classes at discounted rates open to all members of the community	£4,000
Comic Book Project Project run jointly with Brent Libraries for young people	£1,820
Neasden Family Fitness summer programme Held in the summer with Brent Sports Department	£1,300
Tree Planting around the North Circular area Planting of 20 new trees	£5,000
SABA – Training workshops for young people Society for the Advancement of Black arts ran a programme open to all young people that delivered media training and creative industry micro businesses development	£1,000
Elders Voice – Front garden project Improving the appearance of neglected front gardens of older people in the local community.	£4,500
Police SNT Project Crime Reassurance Equipment for Victims of Crime	£3,506
Signage for the ward No cycle signs and dog fouling signs	£788.60
Neasden Recreation Ground improvements New goal posts and litter bins	£3,621
Victim Support Project to work with schools and the local community to provide safety advice and reassurance equipment	£765.70
Energy Solutions - Tackling Debt advice workshops Community workshops based on household budgeting, dealing with debt and utility bills	£1765.70
Total spend	£40,000

Wembley Central

Ward priorities: Ealing Road area; youth activities

Project	Amount
Wembley Youth and Community Centre refurbishment Internal and external redecoration of the youth centre to improve facilities for existing users and encourage new members.	£8,225
Copland School youth dispute resolution project Support to extend the Centre for Peaceful Solution's successful youth resolution project at Copland School.	£5,000
Ealing Road Library work, rest and play Resurfacing of the tarmac area to the rear of Ealing Road library to provide a new study spaces, classes and events for up to 50 users. Folding tables and chairs will also be purchased. <i>Joint funded with Alperton ward.</i>	£3,997
Wembley Crime Prevention Panel women's-only kick boxing New kick-boxing sessions at Wembley Youth Club for up to 35 young women aged 14-25 to improve their self esteem/confidence and help develop teamwork and interpersonal skills.	£3,900
Willesden Constantine FC summer football programme Four week summer holiday football camp at the Goals Centre at Alperton Sports Ground for up to 50 young people in the Wembley area aged 7-16. It will include workshops on healthy eating and bullying. <i>Joint funded with Alperton ward.</i>	£3,398
St John's Community Centre Investing in tomorrow's people today Youth programme targeting young people aged 8-16 at risk of exclusion. It will provide a range of weekly arts workshops including film, editorial, photography journalism and research. A community event will take place to promote the final work. <i>Joint funded with Sudbury ward.</i>	£2,225
Brent libraries: film club @ Ealing Road library Term-time programme of six free sessions at Ealing Road library for teenagers to encourage the take-up of reading by watching tie-in films linked to coursework.	£2,160
Women of the Future Association sewing and self-employment 12 week intensive course to teach advanced sewing and clothes making to 16 unemployed women from black and minority ethnic backgrounds with training on self-employment and business start up. <i>Joint funded with Barnhill ward.</i>	£2,105
Patidar Centre healthy eating healthy life project Funding of a fully equipped and functioning kitchen at Patidar House to provide healthy, hot meals for their nursery children and elders group on a daily basis. <i>Joint funded with Sudbury and Tokyngton wards.</i>	£2,000
Youth Wing Cricket Club community sports Provision of badminton, indoor cricket and table-tennis for the local community as well as armchair exercise programme for the elderly and Bolly-aerobics for women (24 sessions of each activity) at the Jewish Free School and Patidar House. <i>Joint funded with Kenton and Preston wards.</i>	£1,725
Brent libraries: The Comic Bookworm Weekly workshops at Ealing Road library targeting up to 15 boys who are reluctant readers or have English as a second language to develop their confidence. They will work with a comic author/illustrator to learn how to draw cartoons.	£1,330
London Road alley security mirrors Installation of three convex mirrors in the alley running from Wembley High Road to London Road youth club to improve visibility and help reduce fear of crime.	£1,158
Brent Elders Group day trips Subsidised provision of three day trips to Margate, Clacton on Sea and the Midlands for up to 60 local people.	£950

Brent libraries: health and well-being course Term-time programme of sessions at Ealing Road library targeting women and those from black and minority ethnic communities.	£510
Metropolitan Police cannabis awareness day One-off after school event at Copland School for young people aged 14-20 providing advice from local drugs agencies and positive diversionary activities from local sporting clubs. <i>Joint funded with Tokyngton ward.</i>	£468
Lancelot Crescent cycle restrictors Installation of two staggered guard rails in the alley running between Harrowdene Road and Lancelot Crescent to help reduce youth anti-social in the area.	£455
Victim Support crime prevention One day workshop with British Transport Police with primary school children to provide crime prevention advice and information on keeping safe. It will include distribution of personal alarms and bike chains and provide bike security marking.	£394
Total spend	£40,000

Willesden Green

Ward priorities: Crime and Safety, Community Activities, Young People and Environment Improvements

Project	Amount
Bin the Bling, youth project Joint Project with Library Service to help young people with written and speaking skills	£1,500
Unity Close sports coordinator Project run by Groundwork to employ a sports co-ordinator to help run activities at the newly redeveloped Unity Close Open Space	£7,065
BAR arts project Arts project for all the community	£2,000
Hornstars, sport engagement project Youth engagement working with schools in the ward	£3,000
Learie Constantine playground, fencing improvements Joint project with the Sports and Park Service	£2,500
Dudden Hill community centre Refurbishment of the hall	£1,767
Tree replacement Replacement of 12 trees around the Balmorals area	£3,000
St Andrew and St Francis CE primary school, play equipment Equipment replacement to make the playground safer	£3,500
Library Lab, workshops and crèche provision In partnership with Brent Libraries, facilitating workshops and care provision	£3,820
Undiluted Expressionz, youth engagement project Outreach work for young people enabling them to gain confidence and skills to find jobs	£1,870
Brent Pensioners Forum, jubilee celebrations Contribution towards marking the 25 th anniversary of Brent Pensioners Forum	£50
Elders Voice,(front garden project) Improving the appearance of neglected front gardens of older people	£2,000
Energy Solutions: Tackling debt management workshops Community workshops based on household budgeting, dealing with debt and utility bills	£1,399
Kings Hall youth club, equipment and training Youth club workshops and new kitchen equipment	£1,000
Talking Newspapers for the blind, equipment Kiran Talking Newspapers new equipment for recording books and newspaper articles	£2,500
Brent Community Area Watch, survey Providing Laptop and printing costs for survey to enable better relations between the police and the local community	£1,000
Fruit Harvesting project Local community, organisations and schools harvesting fruit from residents' gardens that would go to waste and making jam to sell - to local charities and the community	£850
Planters outside Willesden green Tube Part of the Keep Willesden Tidy group regeneration of area programme	£500
Two benches outside post office Willesden Green High Road Recycled Benches :To enable users of the post office and the local community to sit down in the fresh air	£280
Victim Support Project to work with schools and the local community to provide safety advice and reassurance equipment	£399
Total spend	£40,000

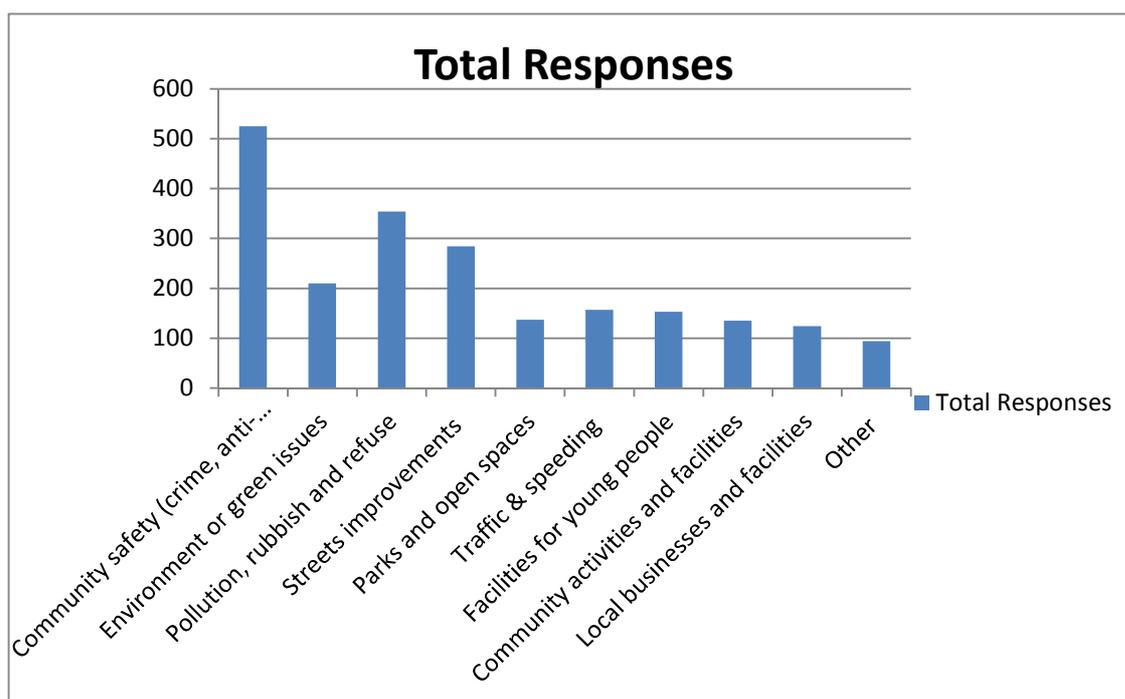
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Appendix 3 Bulletin and Festival Feedback 2012-2013

Number of feedback slips returned	558
Number of festival sheets returned (Brent Bingo)	207

Overall Priorities 2012-2013

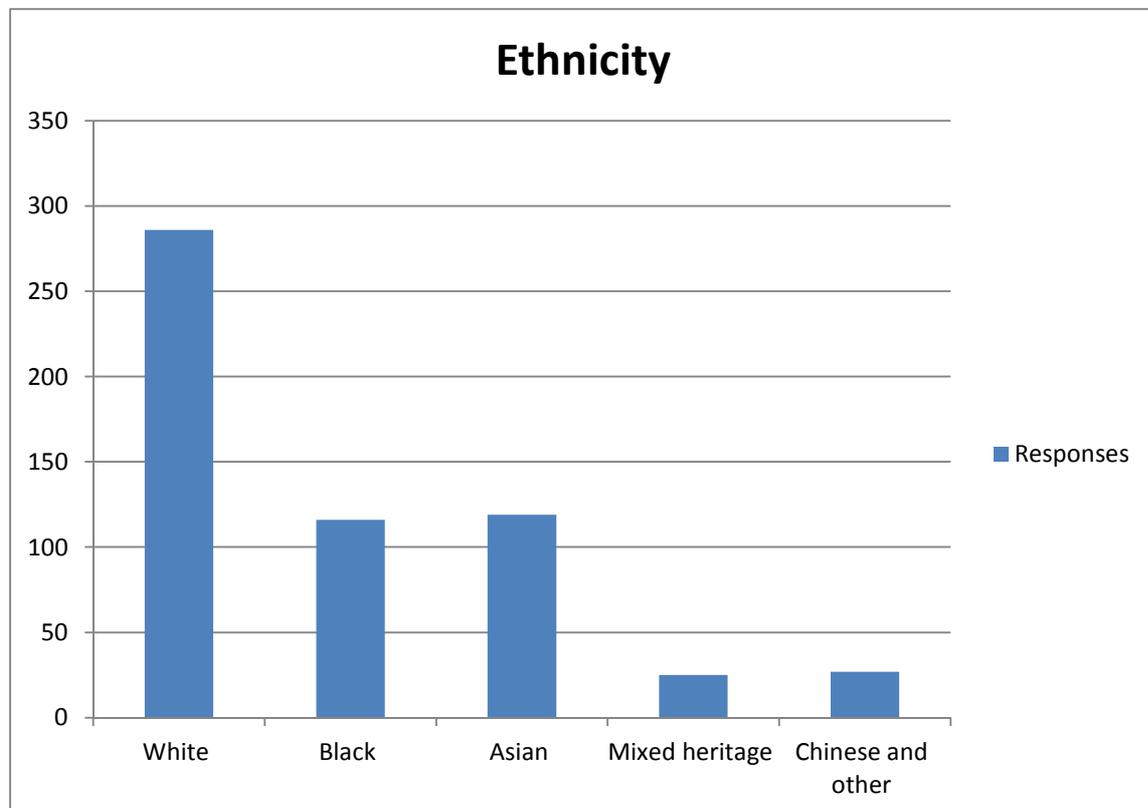
Top Priorities	Total Responses	Percentages
Community safety (crime, anti-social behaviour)	525	24.2
Environment or green issues	210	9.7
Pollution, rubbish and refuse	354	16.3
Streets improvements	284	13.1
Parks and open spaces	137	6.3
Traffic & speeding	157	7.2
Facilities for young people	153	7.0
Community activities and facilities	135	6.2
Local businesses and facilities	124	5.7
Other	94	4.3
Total Responses	2173	
Total Respondents	765	



Overall Ethnicity of respondents 2012-2013

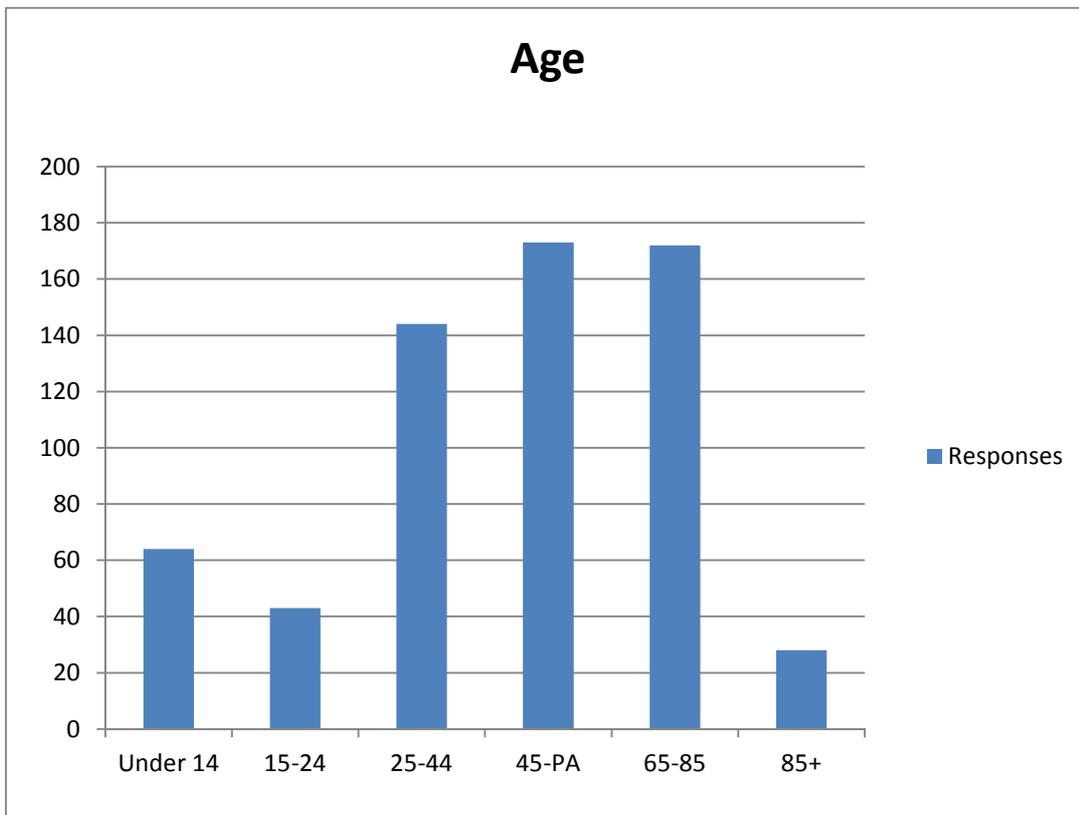
NB Some respondents chose not to answer the equalities monitoring questions.

Ethnicity	Responses	Brent Percentage
White	286	49.9
Black	116	20.2
Asian	119	20.8
Mixed heritage	25	4.4
Chinese and other	27	4.7
Total responses	573	
Total respondents	765	



Overall Age of respondents 2012-2013

Age range	Responses	Percentage
Under 14	64	10.3
15-24	43	6.9
25-44	144	23.1
45-PA	173	27.7
65-85	172	27.6
85+	28	4.5
Total Responses	624	
Total Respondents	765	



Ward by Ward Analysis

1) Alperton

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	16	22.2
Environment or green issues	6	8.3
Pollution, rubbish and refuse	14	19.4
Streets improvements	12	16.7
Parks and open spaces	7	9.7
Traffic & speeding	6	8.3
Facilities for young people	5	6.9
Community activities and facilities	2	2.8
Local businesses and facilities	3	4.2
Other	1	1.4
Total Responses	72	
Total Respondents	24	

Ethnicity	Responses	Percentage	Census 2011
White	5	33.3	18.2
Black	0	0	11.3
Asian	6	40	64.7
Mixed Heritage	2	13.3	3
Chinese and Other	2	13.3	2.8
Total responses	15		
Total respondents	24		

Age range	Responses
Under 14	1
15-24	0
25-44	5
45-PA	7
65-85	5
85+	0
Total Responses	18
Total Respondents	24

2) Barnhill

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	29	22.0
Environment or green issues	11	8.3
Pollution, rubbish and refuse	21	15.9
Streets improvements	19	14.4
Parks and open spaces	13	9.8
Traffic & speeding	7	5.3
Facilities for young people	13	9.8
Community activities and facilities	11	8.3
Local businesses and facilities	6	4.5
Other	2	1.5
Total Responses	132	
Total Respondents	47	

Ethnicity	Responses	Percentage	Census 2011
White	16	37.2	30.3
Black	16	37.2	8.5
Asian	5	11.6	37.3
Mixed Heritage	4	9.3	4.7
Chinese and Other	2	4.7	9.2
Total responses	43		
Total respondents	47		

Age range	Responses
Under 14	18
15-24	4
25-44	4
45-PA	8
65-85	8
85+	3
Total Responses	45
Total Respondents	47

3) Brondesbury Park

Top Priorities	Total Responses	Percentages
Community safety (crime, anti-social behaviour)	19	22.1
Environment or green issues	11	12.8
Pollution, rubbish and refuse	13	15.1
Streets improvements	6	7.0
Parks and open spaces	8	9.3
Traffic & speeding	8	9.3
Facilities for young people	3	3.5
Community activities and facilities	9	10.5
Local businesses and facilities	5	5.8
Other	4	4.7
Total Responses	86	
Total Respondents	29	

Ethnicity	Responses	Percentage	Census 2011
White	13	59.1	56.2
Black	3	13.6	11.6
Asian	2	9.1	16.6
Mixed Heritage	3	13.6	6.5
Chinese and Other	1	4.5	9.1
Total responses	22		
Total respondents	29		

Age range	Responses
Under 14	0
15-24	0
25-44	9
45-PA	4
65-85	9
85+	2
Total Responses	24
Total Respondents	31

4) Dollis Hill

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	34	23.4
Environment or green issues	16	11.0
Pollution, rubbish and refuse	15	10.3
Streets improvements	23	15.9
Parks and open spaces	9	6.2
Traffic & speeding	11	7.6
Facilities for young people	7	4.8
Community activities and facilities	9	6.2
Local businesses and facilities	14	9.7
Other	7	4.8
Total Responses	145	
Total Respondents	51	

Ethnicity	Responses	Percentage	Census 2011
White	19	47.5	35.7
Black	8	20.0	21.3
Asian	7	17.5	30.6
Mixed Heritage	2	5.0	4.6
Chinese and Other	4	10.0	7.8
Total responses	40		
Total respondents	51		

Age range	Responses
Under 14	1
15-24	4
25-44	9
45-PA	8
65-85	14
85+	4
Total Responses	40
Total Respondents	51

5) Dudden Hill

Top Priorities	Responses	Percentages
Community safety (crime, anti-social behaviour)	13	13.7
Environment or green issues	12	12.6
Pollution, rubbish and refuse	16	16.8
Streets improvements	9	9.5
Parks and open spaces	5	5.3
Traffic & speeding	11	11.6
Facilities for young people	7	7.4
Community activities and facilities	9	9.5
Local businesses and facilities	3	3.2
Other	10	10.5
Total Responses	95	
Total Respondents	35	

Ethnicity	Responses	Percentage	Census 2011
White	14	60.9	44.1
Black	4	17.4	20.2
Asian	5	21.7	23.6
Mixed Heritage	0	0.0	5.1
Chinese and Other	0	0.0	7
Total responses	23		
Total respondents	35		

Age range	Responses
Under 14	1
15-24	2
25-44	6
45-PA	11
65-85	6
85+	2
Total Responses	28
Total Respondents	36

6) Fryent

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	24	23.1
Environment or green issues	15	14.4
Pollution, rubbish and refuse	24	23.1
Streets improvements	11	10.6
Parks and open spaces	6	5.8
Traffic & speeding	9	8.7
Facilities for young people	3	2.9
Community activities and facilities	2	1.9
Local businesses and facilities	4	3.8
Other	6	5.8
Total Responses	104	
Total Respondents	36	

Ethnicity	Responses	Percentage	Census 2011
White	20	60.6	37.3
Black	10	30.3	10.9
Asian	3	9.1	40.9
Mixed Heritage	0	0.0	4.1
Chinese and Other	0	0.0	6.7
Total responses	33		
Total respondents	36		

Age range	Responses
Under 14	2
15-24	0
25-44	8
45-PA	8
65-85	17
85+	1
Total Responses	36
Total Respondents	40

7) Harlesden

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	31	25.2
Environment or green issues	14	11.4
Pollution, rubbish and refuse	13	10.6
Streets improvements	17	13.8
Parks and open spaces	8	6.5
Traffic & speeding	5	4.1
Facilities for young people	18	14.6
Community activities and facilities	11	8.9
Local businesses and facilities	4	3.3
Other	2	1.6
Total Responses	123	
Total Respondents	45	

Ethnicity	Responses	Percentage	Census 2011
White	18	54.5	33
Black	9	27.3	40
Asian	5	15.2	14.4
Mixed Heritage	0	0.0	7.2
Chinese and Other	1	3.0	5.3
Total responses	33		
Total respondents	45		

Age range	Responses
Under 14	1
15-24	10
25-44	13
45-PA	10
65-85	1
85+	0
Total Responses	35
Total Respondents	45

8) Kensal Green

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	18	22.2
Environment or green issues	8	9.9
Pollution, rubbish and refuse	15	18.5
Streets improvements	9	11.1
Parks and open spaces	3	3.7
Traffic & speeding	2	2.5
Facilities for young people	7	8.6
Community activities and facilities	6	7.4
Local businesses and facilities	8	9.9
Other	5	6.2
Total Responses	81	
Total Respondents	29	

Ethnicity	Responses	Percentage	Census 2011
White	12	50.0	47.7
Black	3	12.5	25.3
Asian	1	4.2	14.7
Mixed Heritage	5	20.8	7.4
Chinese and Other	3	12.5	4.9
Total responses	24		
Total respondents	29		

Age range	Responses
Under 14	7
15-24	4
25-44	6
45-PA	6
65-85	3
85+	1
Total Responses	27
Total Respondents	29

9) Kenton

Top Priorities	Responses	Percentages
Community safety (crime, anti-social behaviour)	24	27.6
Environment or green issues	6	6.9
Pollution, rubbish and refuse	18	20.7
Streets improvements	13	14.9
Parks and open spaces	3	3.4
Traffic & speeding	8	9.2
Facilities for young people	3	3.4
Community activities and facilities	4	4.6
Local businesses and facilities	4	4.6
Other	4	4.6
Total Responses	87	
Total Respondents	30	

Ethnicity	Responses	Percentage	Census 2011
White	16	66.7	30
Black	1	4.2	5.1
Asian	6	25.0	57.9
Mixed Heritage	0	0.0	2.5
Chinese and Other	1	4.2	4.5
Total responses	24		
Total respondents	30		

Age range	Responses
Under 14	1
15-24	0
25-44	3
45-PA	7
65-85	14
85+	1
Total Responses	26
Total Respondents	31

10) Kilburn

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	32	24.2
Environment or green issues	7	5.3
Pollution, rubbish and refuse	24	18.2
Streets improvements	13	9.8
Parks and open spaces	21	15.9
Traffic & speeding	2	1.5
Facilities for young people	7	5.3
Community activities and facilities	9	6.8
Local businesses and facilities	4	3.0
Other	13	9.8
Total Responses	132	
Total Respondents	45	

Ethnicity	Responses	Percentage	Census 2011
White	23	60.5	50
Black	10	26.3	24.6
Asian	5	13.2	11.4
Mixed Heritage	0	0.0	6.9
Chinese and Other	0	0.0	7.1
Total responses	38		
Total respondents	45		

Age range	Responses
Under 14	0
15-24	4
25-44	11
45-PA	15
65-85	9
85+	2
Total Respondents	41
Total Respondents	45

11) Mapesbury

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	21	20.4
Environment or green issues	9	8.7
Pollution, rubbish and refuse	20	19.4
Streets improvements	13	12.6
Parks and open spaces	4	3.9
Traffic & speeding	11	10.7
Facilities for young people	6	5.8
Community activities and facilities	5	4.9
Local businesses and facilities	8	7.8
Other	6	5.8
Total Responses	103	
Total Respondents	35	

Ethnicity	Responses	Percentage	Census 2011
White	12	57.1	56.6
Black	3	14.3	12.6
Asian	4	19.0	17.9
Mixed Heritage	0	0.0	5.9
Chinese and Other	2	9.5	6.9
Total responses	21		
Total respondents	35		

Age range	Responses
Under 14	0
15-24	3
25-44	7
45-PA	7
65-85	9
85+	2
Total Responses	28
Total Respondents	35

12) Northwick Park

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	27	31.4
Environment or green issues	9	10.5
Pollution, rubbish and refuse	15	17.4
Streets improvements	12	14.0
Parks and open spaces	4	4.7
Traffic & speeding	10	11.6
Facilities for young people	2	2.3
Community activities and facilities	3	3.5
Local businesses and facilities	1	1.2
Other	3	3.5
Total Responses	86	
Total Respondents	31	

Ethnicity	Responses	Percentage	Census 2011
White	12	50.0	31.2
Black	3	12.5	10.2
Asian	9	37.5	51
Mixed Heritage	0	0.0	3.3
Chinese and Other	0	0.0	4.3
Total responses	24		
Total respondents	31		

Age range	Responses
Under 14	0
15-24	0
25-44	2
45-PA	8
65-85	15
85+	0
Total Responses	25
Total Respondents	31

13) Preston

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	29	22.0
Environment or green issues	11	8.3
Pollution, rubbish and refuse	22	16.7
Streets improvements	19	14.4
Parks and open spaces	5	3.8
Traffic & speeding	8	6.1
Facilities for young people	12	9.1
Community activities and facilities	3	2.3
Local businesses and facilities	14	10.6
Other	9	6.8
Total Responses	132	
Total Respondents	50	

Ethnicity	Responses	Percentage	Census 2011
White	12	36.4	30
Black	7	21.2	13.7
Asian	13	39.4	45.9
Mixed Heritage	0	0.0	4.4
Chinese and Other	1	3.0	6.1
Total responses	33		
Total respondents	50		

Age range	Responses
Under 14	5
15-24	1
25-44	8
45-PA	11
65-85	11
85+	3
Total Responses	39
Total Respondents	50

14) Queen's Park

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	23	24.0
Environment or green issues	12	12.5
Pollution, rubbish and refuse	16	16.7
Streets improvements	10	10.4
Parks and open spaces	5	5.2
Traffic & speeding	8	8.3
Facilities for young people	4	4.2
Community activities and facilities	10	10.4
Local businesses and facilities	7	7.3
Other	1	1.0
Total Responses	96	
Total Respondents	34	

Ethnicity	Responses	Percentage	Census 2011
White	21	87.5	63
Black	0	0.0	13.2
Asian	0	0.0	12
Mixed Heritage	1	4.2	6.8
Chinese and Other	2	8.3	5
Total responses	24		
Total respondents	34		

Age range	Responses
Under 14	1
15-24	0
25-44	15
45-PA	7
65-85	2
85+	0
Total Responses	25
Total Respondents	34

15) Queensbury

Top Priorities	Responses	Percentages
Community safety (crime, anti-social behaviour)	11	25.0
Environment or green issues	4	9.1
Pollution, rubbish and refuse	9	20.5
Streets improvements	6	13.6
Parks and open spaces	1	2.3
Traffic & speeding	4	9.1
Facilities for young people	3	6.8
Community activities and facilities	2	4.5
Local businesses and facilities	1	2.3
Other	3	6.8
Total Responses	44	
Total Respondents	16	

Ethnicity	Responses	Percentage	Census 2011
White	7	46.7	27.1
Black	1	6.7	11.1
Asian	6	40.0	54.1
Mixed Heritage	0	0.0	3.4
Chinese and Other	1	6.7	4.5
Total responses	15		
Total respondents	16		

Age range	Responses
Under 14	0
15-24	0
25-44	0
45-PA	6
65-85	8
85+	0
Total Responses	14
Total Respondents	16

16) Stonebridge

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	20	23.3
Environment or green issues	8	9.3
Pollution, rubbish and refuse	13	15.1
Streets improvements	17	19.8
Parks and open spaces	5	5.8
Traffic & speeding	6	7.0
Facilities for young people	6	7.0
Community activities and facilities	3	3.5
Local businesses and facilities	7	8.1
Other	1	1.2
Total Responses	86	
Total Respondents	30	

Ethnicity	Responses	Percentage	Census 2011
White	5	26.3	23.5
Black	9	47.4	47.2
Asian	2	10.5	17
Mixed Heritage	0	0.0	6.3
Chinese and Other	3	15.8	6
Total responses	19		
Total respondents	30		

Age range	Responses
Under 14	6
15-24	4
25-44	5
45-PA	6
65-85	5
85+	0
Total Responses	26
Total Respondents	30

17) Sudbury

Top Priorities	Responses	Percentages
Community safety (crime, anti-social behaviour)	22	22.7
Environment or green issues	8	8.2
Pollution, rubbish and refuse	12	12.4
Streets improvements	14	14.4
Parks and open spaces	6	6.2
Traffic & speeding	10	10.3
Facilities for young people	9	9.3
Community activities and facilities	8	8.2
Local businesses and facilities	6	6.2
Other	2	2.1
Total Responses	97	
Total Respondents	32	

Ethnicity	Responses	Percentage	Census 2011
White	5	26.3	22.7
Black	9	47.4	13.9
Asian	2	10.5	55.6
Mixed Heritage	0	0.0	3.8
Chinese and Other	3	15.8	4
Total responses	19		
Total respondents	30		

Age range	Responses
Under 14	1
15-24	1
25-44	6
45-PA	6
65-85	12
85+	2
Total Responses	28
Total Respondents	33

18) Tokyngton

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	29	24.6
Environment or green issues	9	7.6
Pollution, rubbish and refuse	16	13.6
Streets improvements	13	11.0
Parks and open spaces	4	3.4
Traffic & speeding	8	6.8
Facilities for young people	20	16.9
Community activities and facilities	9	7.6
Local businesses and facilities	5	4.2
Other	5	4.2
Total Responses	118	
Total Respondents	47	

Ethnicity	Responses	Percentage	Census 2011
White	14	37.8	23.7
Black	10	27.0	20.9
Asian	10	27.0	46.6
Mixed Heritage	2	5.4	4.1
Chinese and Other	1	2.7	4.7
Total responses	37		
Total respondents	47		

Age range	Responses
Under 14	15
15-24	3
25-44	7
45-PA	6
65-85	7
85+	1
Total Responses	39
Total Respondents	47

19) Welsh Harp

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	21	24.1
Environment or green issues	10	11.5
Pollution, rubbish and refuse	19	21.8
Streets improvements	11	12.6
Parks and open spaces	6	6.9
Traffic & speeding	8	9.2
Facilities for young people	3	3.4
Community activities and facilities	4	4.6
Local businesses and facilities	4	4.6
Other	1	1.1
Total Responses	87	
Total Respondents	30	

Ethnicity	Responses	Percentage	Census 2011
White	14	60.9	38.7
Black	4	17.4	18.2
Asian	3	13.0	31.6
Mixed Heritage	0	0.0	4.5
Chinese and Other	2	8.7	7.1
Total responses	23		
Total respondents	30		

Age range	Responses
Under 14	2
15-24	0
25-44	4
45-PA	10
65-85	7
85+	2
Total Responses	25
Total Respondents	30

20) Wembley Central

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	33	24.3
Environment or green issues	14	10.3
Pollution, rubbish and refuse	25	18.4
Streets improvements	26	19.1
Parks and open spaces	4	2.9
Traffic & speeding	9	6.6
Facilities for young people	9	6.6
Community activities and facilities	7	5.1
Local businesses and facilities	7	5.1
Other	2	1.5
Total Responses	136	
Total Respondents	48	

Ethnicity	Responses	Percentage	Census 2011
White	9	25.0	14
Black	7	19.4	13.8
Asian	17	47.2	66.1
Mixed Heritage	3	8.3	3
Chinese and Other	0	0.0	3.1
Total responses	36		
Total respondents	48		

Age range	Responses
Under 14	2
15-24	2
25-44	10
45-PA	12
65-85	11
85+	1
Total Responses	38
Total Respondents	48

21) Willesden Green

Top Priorities	Responses	Percentage
Community safety (crime, anti-social behaviour)	16	16.5
Environment or green issues	10	10.3
Pollution, rubbish and refuse	14	14.4
Streets improvements	11	11.3
Parks and open spaces	10	10.3
Traffic & speeding	6	6.2
Facilities for young people	6	6.2
Community activities and facilities	9	9.3
Local businesses and facilities	9	9.3
Other	6	6.2
Total Responses	97	
Total Respondents	32	

Ethnicity	Responses	Percentage	Census 2011
White	12	57.1	47.3
Black	3	14.3	19.2
Asian	2	9.5	21.4
Mixed Heritage	3	14.3	7.1
Chinese and Other	1	4.8	5
Total responses	21		
Total respondents	32		

Age range	Responses
Under 14	0
15-24	1
25-44	8
45-PA	12
65-85	3
85+	1
Total Responses	25
Total Respondents	32

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 <p>Brent</p>	<p>Partnership and Place Overview and Scrutiny Committee 3 October 2013</p> <p>Report from the Assistant Director of Policy</p>
<p>Wards Affected: ALL</p>	
<p>Localism Act – ‘Assets of Community Value’ and ‘Community Right to Challenge’</p>	

1.0 Summary

- 1.1 This report provides an overview of the ‘Asset of Community Value’ process and ‘Community Right to Challenge’ which were put in place under the Localism Act 2011 and the response to it in Brent.

2.0 Recommendations

Members are asked to:

- 2.1 note the requirement of the Localism Act 2011 and the ‘Assets of Community Value’ Regulations 2012 on ‘assets of community value’ summarised in this report and the nominations to list community assets received in Brent so far.
- 2.2 note the requirements of the Localism Act 2011 and the statutory guidance on ‘Community Right to Challenge’ summarised in this report and the response in Brent so far.

3.0 Detailed Considerations – Assets of Community Value

Assets of Community Value

- 3.1 The Localism Act 2011 and the ‘Assets of Community Value’ Regulations 2012 introduce some rights for communities in relation to assets of community value. Certain community groups can nominate certain local public or privately owned buildings or land for inclusion on a list of community assets and, where those assets are put up for disposal, a right to submit a bid to purchase them. The council is obliged to maintain a list of community assets, manage the process for considering nominations and meet the associated regulations.
- 3.2 The central government stated aim is to encourage more community-focused, locally-led action by providing an important tool to help communities looking to take over and run local assets. The idea is that communities have the opportunity to nominate assets of community value to be included on the a

list, so that if at a point in the future the asset is put up for sale, there is more time for the community to raise finance and prepare to bid for the asset.

Eligible organisations

- 3.3 Only particular types of voluntary and community body with a 'local connection' are eligible to nominate properties to be included on the list. A 'local connection' means that the body's activities are wholly or partly concerned with Brent or with a neighbouring borough, and for some bodies that any surplus it makes is wholly or partly applied for the benefit of Brent or a neighbouring borough. The particular types of organisation that are eligible are:
1. Unincorporated groups - Membership of at least 21 local people who appear on the electoral roll within the local authority or a neighbouring local authority.
 2. Neighbourhood forums - Only one forum per area
 3. Community interest groups with one or more of the following structures:
 - a charity
 - a community interest company
 - a company limited by guarantee which does not distribute any surplus it makes to its members
 - an industrial and provident society which does not distribute any surplus it makes to its members.

Eligible land or buildings

- 3.4 The Council must include the land in the List of Assets of Community Value where, in the opinion of the Council, either
- (i) An actual current use of the building or other land (which is not ancillary use) furthers the social wellbeing or social interests of the local community and
 - (ii) It is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.
- Or
- (i) There is a time in the recent past when an actual use of the building or other land (that was not an ancillary use of the building or other land) furthered the social wellbeing or social interests of the local community and
 - (ii) It is realistic to think there is a time in the next five years when there could be non-ancillary use of the building or other land that would further (whether or not in the same way as before) the social wellbeing or social interests of the local community

- 3.5 Only certain land or buildings may be listed as assets of community value and not all disposals of that asset will be covered by the regulations and be subject to the moratorium on sale. Residential and statutory operational land is exempt from being listed as an asset. Some disposals of a listed asset are exempt from the process e.g. where the asset is to be used as a school or an Academy for 16 to 19 year olds, or for health service provision and certain other prescribed disposals. In these cases the assets may still be nominated for listing but a disposal of the listed asset for these purposes or in these circumstances will not trigger the 'assets of community value' process.

Asset listing

- 3.6 Each nominated asset is considered to see whether it meets the criteria for acceptance under the Localism Act 2011 and Assets of Community Value Regulations 2012. A decision on whether to list the asset is made within eight weeks of receiving a completed nomination form available through the council's website. The nominator and owner of the asset will be advised of the outcome. Depending

on the decision, the asset will then be entered on to either the list of assets of community value or a list of unsuccessful nominations. Assets remain on the lists for a period of five years.

- 3.7 Once an asset is listed, the owner cannot dispose of it other than to a community interest group, without the community having six months to put together a bid to buy the asset. Where an owner of land that is listed wishes to dispose of it, subject to any exemption, s/he must notify the Council. The details of the proposed disposal are entered on the List of Assets of Community Value and community interest groups are entitled to register an intention to bid within a six week period. If no intention to bid is received then the owner can proceed to sell. If notice is received then the sale cannot proceed for a six month period, other than to a community interest group. After that six month period the owner is free to dispose of the asset within an 18 month window. The asset is removed from the list if it is sold under this process.
- 3.8 The owner of the asset does not have to sell it to the community and can appeal against a decision to list the asset. Owners are entitled to claim compensation from the council if the listing of an asset results in the owner incurring a loss. The compensation is determined and payable by the council but owners have a right of appeal.

Brent's approach

- 3.9 Prior to its introduction, there was a general consensus that the assets of community value process might prove very effective in rural areas or small towns where, for example, the community were keen to save and maintain local services such as post offices or local amenities such as pubs. There was scepticism about how the process might work in more complex urban areas, especially in London, not least because high property values might well mean that community groups would struggle to raise the necessary funds to complete a purchase, even if they were successful in triggering a moratorium. There is concern that either community groups will be unwilling to take the risk involved in nominating an asset or that, where they do, the result will simply be to delay a sale rather than to reach an alternative outcome for the community. In recognition of this, central government has been offering financial support to assist community groups, although this does not extend to assistance with purchase, and the Greater London Authority has also been offering similar help.
- 3.10 Under the Localism Act 2011, the council has received two nominations to list assets of community value. The first was a nomination by Friends of Kensal Rise Library in respect of the former Kensal Rise Library building. The building was listed as an asset of community value. The second is a nomination by Northwest Two Residents Association in relation to the land and buildings at 110 Walm Lane (including the Queensbury Pub). The nomination was declined.

4.0 Detailed Considerations - Community Right to Challenge

The community right to challenge

- 4.1 The Localism Act 2011 introduced legislation that enables community groups and other relevant bodies to submit an expression of interest in relation to providing Council services. The local authority must consider the expression of interest in accordance with sections 81, 83 and 84 of the Localism Act 2011 and a set of regulations set out in the Community Right to Challenge (expressions of interest and excluded services)(England) Regulations 2012 and Community Right to Challenge (fire and rescue authorities and rejection of expressions of interest)(England) Regulations 2012 and accompanying Guidance on the Community Right to Challenge from the Secretary of State.

- 4.2 The Government's stated intention for the 'community right to challenge' legislation is to encourage the provision of public services by a diverse range of organisations and increase competition, innovation and value for money through the challenge process. The expectation is that expressions of interest from local community groups or employees will be forthcoming for services currently provided directly by the local authority hence triggering a competitive market testing process. The 'community right to challenge' does not automatically provide groups with the right to provide a service, it enables them to express an interest. However if the expression of interest meets the criteria set out within the act and the guidance it can trigger the requirement for the council to run an open competitive tendering process for these services.

Relevant bodies

- 4.3 The relevant groups and bodies who can submit an expression of interest to provide council services are set out within the Act 2011 as follows:
- (a) A voluntary or community body
 - (b) A body of persons or a trust which is established for charitable purposes only;
 - (c) A parish council
 - (d) Two or more employees of the relevant authority
 - (e) Any other person or body specified by the Secretary of State in regulations
- 4.4 The Secretary of State's Guidance on the 'community right to challenge' provides further details on how an employee led expressions of interest could be made. Also the Guidance states that whilst only relevant bodies are eligible to submit expressions of interest, they may do so in partnership with other relevant bodies and/or non relevant bodies but in such circumstances, certain information must be provided in the expression of interest in respect of all partners.

Relevant services

- 4.5 The community right to challenge only applies to the provision of services and applies to all "relevant services", which are services provided by or on behalf of the authority in the exercise of its functions. Services which are excluded from the 'community right to challenge' in secondary legislation are as follows:
- (i) Until 1 April 2014, a relevant service commissioned in conjunction with one or more health services by a relevant authority or by a Primary Care Trust, NHS Trust or NHS foundation trust under a partnership arrangement or by a relevant authority and an NHS body or a Strategic Health Authority, acting jointly.
 - (ii) Until 1 April 2014, a relevant service commissioned by an NHS body on behalf of a relevant authority.
 - (iii) A relevant service commissioned or provided by a relevant authority in respect of a named person with complex individual health or social care needs.

Expression of interest requirements

- 4.6 The expression of interest must be submitted to the local authority by the relevant body in writing. The information which must be set out in an expression of interest is set out below.
- (i) Where the relevant body submitting the expression of interest proposes to deliver the relevant service as part of a consortium or to use a sub-contractor for delivery of any part of the relevant service, the information in paragraphs (ii) and (iii) below must be given in respect of each member of the consortium and each sub-contractor as appropriate.
 - (ii) It must include information about the group submitting the expression including their financial resources.

- (iii) It must include evidence of the group's capability to provide or assist in providing the relevant service.
- (iv) There is also a requirement to provide information about the service that is the subject of interest sufficient to identify it and the geographical area to which the expression of interest relates.
- (v) Information about the outcomes to be achieved by the relevant body making the submission also required. In particular the submission needs to show (a) How the provision or assistance will promote or improve the social, economic or environmental well-being of the relevant authority's area; and (b) How it will meet the needs of the users of the relevant service.
- (vi) Where the group making the expression of interest consists of employees of the relevant authority, details of how that group proposes to engage other employees of the relevant authority who are affected by the expression of interest.

4.7 The grounds on which an expression of interest can be rejected are as follows:

1. The expression of interest does not comply with any of the requirements of the Localism Act 2011 or in regulations.
2. The relevant body provides information in the expression of interest which in the opinion of the council is in a material particular inadequate or inaccurate.
3. The relevant authority considers, based on the information in the expression of interest, that the relevant body or, where applicable-
 - a. Any member of the consortium of which it is a part; or
 - b. Any sub-contractor referred to in the expression of interest is not suitable to provide or assist in providing the relevant service.
4. The expression relates to a service where a decision, evidenced in writing, has been taken by the relevant authority to stop providing that service.
5. The expression of interest relates to a relevant service-
 - a. Provided, in whole or in part, by or on behalf of the relevant authority to persons who are also in receipt of a service provided or arranged by an NHS body which integrated with the relevant service; and
 - b. The continued integration of such services is, in the opinion of the local authority, critical to the well-being of those persons.
6. The relevant service is already the subject of a procurement exercise.
7. The local authority and a third party have entered into negotiations for provision of the service, which negotiations are at least in part conducted in writing.
8. The local authority has published its intention to consider the provision of the relevant service by a body that two or more specified employees of that authority propose to establish.
9. The local authority considers that the expression of interest is frivolous or vexatious.
10. The local authority considers that acceptance of the expression of interest is likely to lead to contravention of an enactment or other rule of law or a breach of statutory duty.

Period between an expression of interest being accepted and a procurement exercise starting.

4.8 Local authorities must specify periods between an expression of interest being accepted in a particular matter and a procurement exercise starting. Depending on local circumstances, this aims to allow relevant bodies the time they need to prepare to complete in the procurement exercise. In specifying these periods, local authorities should have regard to:

- (a) The need to provide employees of the local authority, and other relevant bodies, with a fair, reasonable and realisable opportunity to bid in the procurement exercise for the service;

- (b) The nature, scale and complexity of the service being procured (eg it may take relevant bodies longer to prepare to bid for larger, complex services than smaller more straightforward ones); and
- (c) The timescales for any existing commissioning cycle relevant to the service being provided, or any other relevant authority processes, which may include Executive decision making and budget setting processes.

4.9 The Guidance of the Secretary of State states the following: “The relevant authority may well have a contract with a third party to provider that service. It is for the relevant authority to set the period between accepting an expression of interest and starting a procurement exercise”. The local authority will need to take into account its contractual obligations and commissioning cycle. The Guidance adds the following: “It would be undesirable if an expression of interest was accepted and there was a lengthy period before a procurement exercise could be started”.

The procurement exercise

4.10 When a local authority accepts one or more expressions of interest for a relevant service, it must carry out a procurement exercise for the service. The procurement exercise must be appropriate having regard to the value and nature of the contract that may be awarded as a result of the exercise. Local authorities will need to comply with procurement law, including the Public Procurement Regulations 2006. Where the Public Procurement Regulations do not apply, it is for the local authority to decide how to procure the service.

4.11 Local authorities must consider how both expressions of interest and procurement exercises triggered by one or more expressions of interest being accepted would promote or improve the economic, social or environmental well-being of the authority’s area. This must be consistent with the law applying to the awarding of contracts. The Secretary of State’s Guidance suggests that local authorities may include social clauses in contracts provided they comply with the relevant requirements, which are explained in the European Commission’s publication “Buying Social: A Guide to Taking Account of Social Considerations in Public Procurement”. The Guidance also states that local authorities should have regard to the DCLG’s Code of Recommended Practice on publishing new contracts and tenders information as part of the government’s transparency agenda.

Brent's approach

4.12 In April 2013 Executive agreed to put in place the processes and procedures to be compliant with provisions under the act with respect to the ‘community right to challenge’. Bidding windows during which local groups could submit expressions of interest to the Council under the ‘community right to challenge’ were agreed. Authority was delegated to Directors of relevant service areas to be responsible for assessing the expressions of interest against the criteria within the statutory guidance relating to the ‘community right to challenge’ and deciding whether to accept or reject the expressions of interest. Officers have set up a specific web page regarding the Council’s ‘community right to challenge’ arrangements on the Council’s website setting out the guidance for submitting an expression of interest, necessary documentation and any additional information required.

4.13 For 2013/14, the bidding window was open between 24th June and 23rd August 2013 and communicated with the sector via CVS Brent and community directory contacts. A list of services due to be the subject of contracting processes in the following financial year was published in conjunction with the bidding window. Executive have agreed an annual bidding window for subsequent years expected to run between 1st April and 31st May. Therefore, the next annual bidding window for the financial year 2014/15 will take place between 1 April 2014 and 31 May 2014.

- 4.14 Discussions with the voluntary sector and CVS Brent have indicated concerns that the local voluntary sector will still find it difficult to compete with larger, national charities or private sector organisations in any such procurement process. Large, multi-authority or lengthy contracts already entered into will not be immediately affected and, as increasingly local authorities look to shared service options to deliver the necessary financial savings, the scope for local organisations to compete could be limited.
- 4.15 The Corporate Procurement Team and the Strategy, Partnerships & Improvement Department ("SP&I") of the Council have conducted a number of workshops with the voluntary sector outlining the council's procurement processes and requirements, including the provisions within the Localism Act 2011. The voluntary sector in Brent is keen to be an effective provider of local services and have identified a number of steps that would assist them. The most significant of these is adequate prior knowledge of the councils commissioning and procurement intentions. The annual two month bidding window for expressions of interest and a list of the council's future commissioning intentions will be beneficial in providing clarity and transparency for the local voluntary and community sector. This would enable them to be better prepared, able to form consortium to bid where necessary and improve the quality of the bids submitted. The other main barrier experienced is in relation to financial assessments with many groups holding insufficient reserves to be considered viable as contractors. SP&I are working with CVS Brent to develop capacity building and support programmes for the voluntary sector which will address these issues.

Expressions of interest

- 4.16 Brent Council has only received one expression of interest to date which was from Brent Tenants Rights Group (now known as Advice 4 Renters) in relation to the Council's Tenancy Relations Service, which is a small function within the Council's Housing Needs Service. This expression of interest was received in November 2012. After careful consideration of the expression's compliance with the statutory requirements of the Localism Act 2011 and relevant regulations, a letter was sent on 18 March 2013 notifying Brent Tenants Rights Group of the decision of the Director of Regeneration and Major Projects on behalf of the Council that their expression of interest has been accepted and that a procurement exercise in relation to the Council's Tenancy Relations Service will commence by no later than 30 September 2013. No expressions of interest were received during the first annual bidding window of June to August 2013. Any further expressions of interest will need to be submitted in the next annual bidding window which will be the two month period of April – May 2014.

5.0 Conclusion

The processes and procedures have been put in place to meet the requirements under the Localism Act 2011 and associated statutory guidance for both the assets of community value process and the 'community right to challenge'. Members are asked to note the requirements and what has happened in Brent since they were brought in.

6.0 Financial Implications

There are no financial implications arising directly from this report.

7.0 Legal Implications

'Community Right to Challenge'

- 7.1 The statutory requirements of the 'Community Right to Challenge' on Councils are set out in sections 81 to 86 of the Localism Act 2011 and two sets of regulations, namely - (1) 'Community right to challenge' (expressions of interest and excluded services)(England) Regulations 2012 and (2) 'Community right to challenge' (fire and rescue authorities and rejection of expressions of interest)(England) Regulations 2012. Furthermore, the Secretary of State for Communities and Local Government issued Statutory Guidance on the 'Community Right to Challenge' in June 2012. The content of the legislation and Statutory Guidance and the Council's statutory duties in relation to the

'Community Right to Challenge' has been summarised in section 3 of this report above. Failure to administer the 'Community Right to Challenge' in accordance with the legislation will leave the Council open to challenge for being in breach of its statutory duties under the Localism Act 2011.

- 7.2 Officers will seek legal advice as and where appropriate to ensure that the Council does not breach the domestic and EU law in relation to procurement and employment when dealing with expressions of interest under the 'Community Right to Challenge' and any subsequent procurement exercises that may take place following consideration and acceptance of expressions of interest.

Assets of Community Value

- 7.3 The legal provisions governing the listing of assets of community value are set out in the Localism Act 2011 and in the Assets of Community Value Regulations and an outline of the provisions is set out in this report.

8.0 Diversity Implications

- 8.1 There are no diversity implications arising directly from this report.

Assets of Community Value

- 8.2 In so far as equalities issues arise these are considered as individual nominations are considered and decided upon.

'Community Right to Challenge'

- 8.3 Officers carried out a partial predictive Equality Impact Assessment on the approach of putting in place a two month annual window for community groups to submit expressions under the 'community right to challenge'. At this stage, no adverse impacts are envisaged. However, where expressions of interest are accepted and procurement exercises are carried out, an equality impact assessment would need to be carried out in any event on a case by case basis. At the end of the first two month annual window, the process will be reviewed and the equality impacts will be considered and the process will be reviewed on an annual basis. As the 'Community Right to Challenge' concerns functions to potentially be carried out on behalf of the council, all expressions of interest must also be considered in relation to the Public Sector Equality Duty and due regard given in line with Brent's Equality Analysis guidance.

Public Sector Equality Duty

- 8.4 The Equality Act 2010 S149 sets out the public sector equality duty which requires the Council, when exercising its functions (including those as an employer) to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 8.5 Direct discrimination occurs if, because of a protected characteristic, a local authority treats a person less favourably than it treats or would treat others. Indirect discrimination occurs if a local authority applies the same provision, criterion or practice to everyone, but it puts those in a certain protected group at a "particular disadvantage" when compared with persons who are not in that protected group. Even if a "particular disadvantage" arises, indirect discrimination does not arise if the provision, criterion or practice can be justified – i.e. if it is a proportionate means of achieving a legitimate aim.

- 8.6 The Council must pay due regard to any obvious risk of such discrimination arising in respect of the decision before them. At Brent, these matters are examined in the Equality Analysis.
- 8.7 A 'protected characteristic' is defined in the Act as:
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;(including ethnic or national origins, colour or nationality) • religion or belief; • sex; • sexual orientation.
- 8.8 Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.
- 8.9 Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life. The steps involved in meeting the needs of disabled persons include steps to take account of the persons' disabilities. Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.
- 8.10 Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.
- 8.11 There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who uses the service. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).
- 8.12 The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. "Due regard" means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.
- 8.13 There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important, which are brought together in the Equality Analysis form. The weight of these countervailing factors in the decision making process is a matter for the Council in the first instance.

9.0 Background Documents

The Localism Act

<http://www.legislation.gov.uk/ukpga/2011/20/contents>

'Community Right to Challenge' Executive Report, April 2013

'Community Right to Challenge' web page, Brent Council Website <http://www.brent.gov.uk/your-community/voluntary-sector-advice/community-right-to-challenge/>

Assets of Community Value web page, Brent Council Website <http://www.brent.gov.uk/your-community/voluntary-sector-advice/nominate-a-community-asset/>

The Assets of Community Value (England) Regulations 2012

<http://www.legislation.gov.uk/ukdsi/2012/9780111525791/contents>

Community Right to Bid non statutory advice note for local authorities

<https://www.gov.uk/government/publications/community-right-to-bid-non-statutory-advice-note-for-local-authorities>

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 Brent	Partnership and Place Overview and Scrutiny Committee 3 October 2013
Wards Affected: ALL	
Partners for Brent Work Programme Progress	

1.0 Summary

- 1.1 This report sets out for the 'Partnership and Place Overview and Scrutiny Committee', progress made by 'Partners for Brent' in delivering its work programme.

2.0 Recommendations

Members are asked to note:

- 2.1 The changes to the work programme and reporting being finalised following the agreement to the refreshed Borough Plan by Full Council and endorsement of the plan by 'Partners for Brent.'
- 2.2 Progress made to date by Partners for Brent in delivering its work programme as summarised below and provided in detail in Appendix 1.

3.0 Context

- 3.1 'Partners for Brent' is made up of public, private and voluntary sector representatives with responsibility for ensuring coordinated local service delivery to meet our Borough Plan shared vision of: 'creating opportunities, improving lives.' The work programme is focused on meeting the shared outcomes set out in the Borough plan. The overarching 'Partners for Brent' Partnership is chaired by the Leader of the Council. Projects are led by the themed strategic partnerships below or through joint work between particular departments and partner agencies. The priorities and project delivery are informed by scrutiny and Brent Connects area and service user themed community engagement forums.
- 3.2 Following agreement to the refreshed Borough Plan, 'Partners for Brent' has revised its reporting to cover jointly delivered projects and a couple of high profile projects led by one agency but with implications for more. Performance reporting to sit alongside project reporting is still being finalised.

4.0 Detailed Considerations

4.1 Members are asked to refer to the latest quarterly partnership projects report attached at appendix 1.

5.0 Legal Implications

5.1 None arising directly from this report

6.0 Diversity Implications

6.1 None arising directly from this report.

7.0 Background Documents

Brent Refreshed Borough Plan 2013-2014

Partners for Brent Overview

8. Appendices

- Appendix 1: Quarter 1 Partners for Brent Project Report

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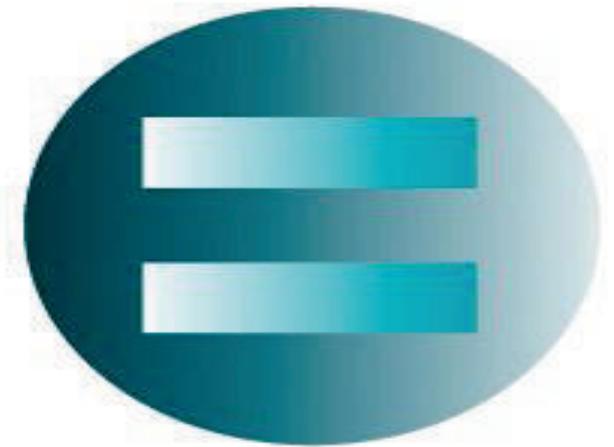
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2013/2014
Q1: Apr – Jun

Partners for Brent Report

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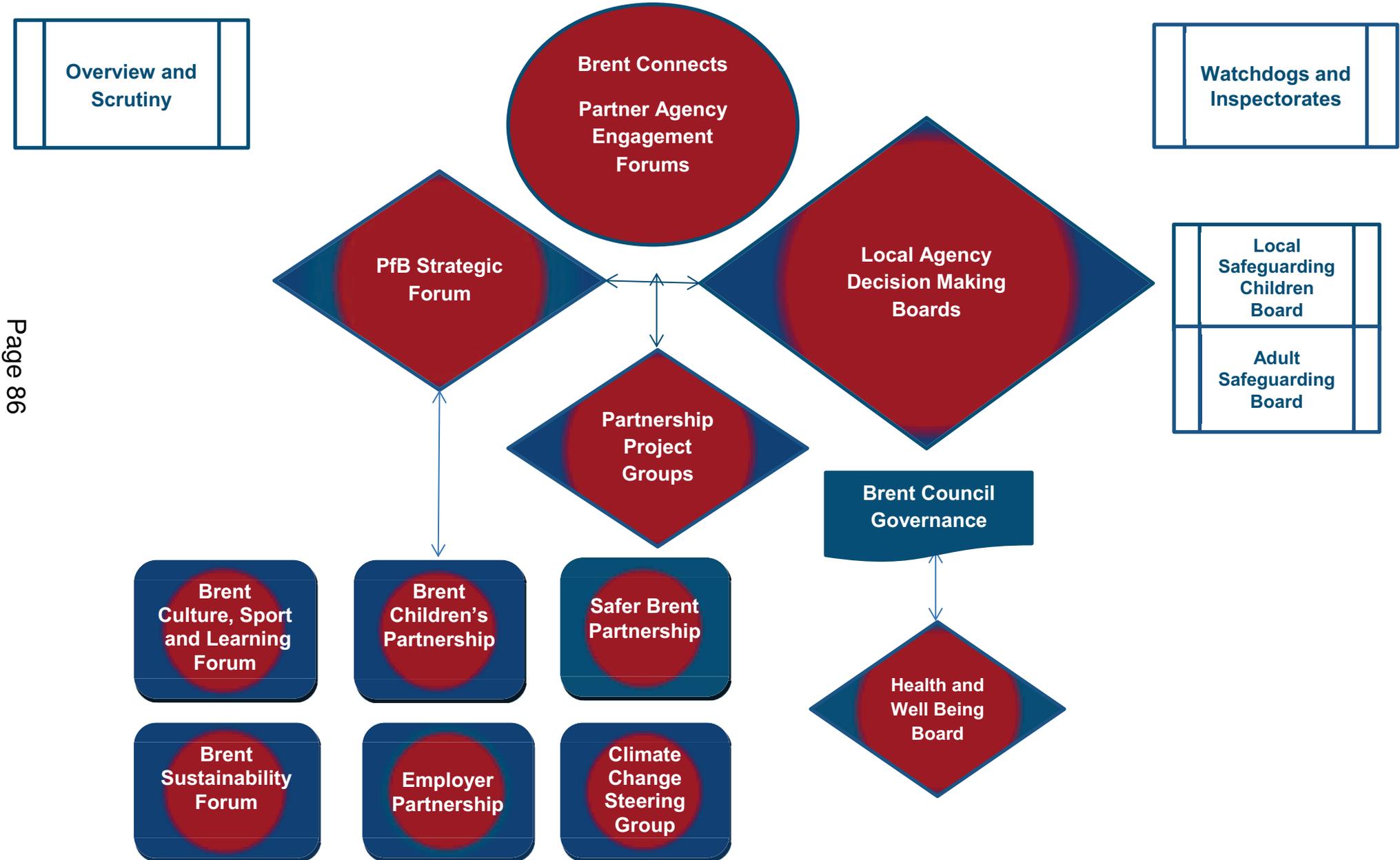


**PARTNERS
FOR BRENT**

1. Partners for Brent

Partners for Brent

'Partners for Brent' is Brent's Local Strategic Partnership made up of local representatives from the public, private, voluntary and community sectors



2. Strategic Priorities

Partners for Brent Strategic Priorities (Borough Plan)

Building a strong community	<ul style="list-style-type: none"> • Increased participation by local people in shaping and improving the borough • Improved satisfaction with local services • A place where people from different backgrounds get on well together • An independent, inclusive and thriving local voluntary sector • Excellent sports, leisure and cultural facilities used by more people
Improving health and well-being	<ul style="list-style-type: none"> • More and better managed housing of a higher standard • More people living healthier lives • A reduction in inequalities in life expectancy • More provision and more choice for people needing care and support
Improving Lives for Children and Families	<ul style="list-style-type: none"> • There are places in Brent schools for all who need them • All Brent schools are good quality • All pupils achieve well • Families needing support get it when they need it most • Vulnerable children and young people have high quality support when they need it
Making Brent safer, cleaner and greener	<ul style="list-style-type: none"> • Reduced crime and antisocial behaviour • People feel safer on the borough's streets • Cleaner, safer streets and a healthier, greener environment
Promoting jobs, growth and fair pay	<ul style="list-style-type: none"> • Regeneration of the area to promote economic growth • More opportunities for local businesses • More local people in more local jobs • More people supported into work • A closing of pay gaps compared with other London boroughs
Developing better Ways of Working	<ul style="list-style-type: none"> • Better quality and more efficient, value for money services • Successful partnership working and shared services • A skilled, motivated and effective workforce

2. Strategic Priorities

Theme	Projects	Other Initiatives/Partnerships
Cross cutting	Intelligence hub	Strategic Forum
Building a stronger community	CVS Brent infrastructure development	Ward working
	Voluntary sector initiative fund	Multi agency weeks of action
	Volunteering	Brent Connects
	Community champions	Visit Wembley Visit Brent Website
	Cultural offer	Culture Sport and Learning Forum
	Work with Sports Groups	
Improving Health and Well Being	JSNA and health and well being strategy delivery	Health and Well Being Board
	Efficient adult social care model	Adult Safeguarding Board
	Private rented housing sector	Beds in sheds
	Houses in multiple occupation	
	Fuel poverty and affordable warmth	
	Sports Participation	
	Self directed support	
	Tackling health inequality priorities: smoking, obesity, drugs	
	Mental health review	
	Alternatives to residential care	
Improving lives for children and families	Working with families	Children's Partnership
	Quality education	Local Children's Safeguarding Board
	Positive activities and support for young people	
Making Brent safer, cleaner, greener	Tackling priority crimes	Community Safety Partnership
	Antisocial behaviour	Local Joint Action Groups
	Gangs and serious youth violence	Integrated Offender Management Group
	Violence against Women and Girls	Violence Against Women And Girls Strategy Group
	Reoffending	
	Green charter	Sustainable Brent website and social media
	Business regulation	Sustainability Forum
	Low carbon transport	Climate change steering group
Promoting jobs, growth and fair pay	Welfare Reform	Employer partnership breakfasts
	Wembley area action plan	London Living Wage
	South Kilburn regeneration	
	Employment	
	Overcoming barriers to work	
	Apprenticeships	
	Enabling supply chain opportunities	
	Business Hub Cottrell House	

3. Overview of progress

Overview of Progress across partnership projects

		Perspectives and RAG Status					
<p>This report monitors progress of key partnership projects which support delivery of Borough Plan joint strategic objectives.</p> <p>Engagement is being reviewed through community engagement and communications reviews. Some areas of partnership governance are being reviewed or refreshed. Management Control is also being refreshed.</p>	RAG Status Explanation	Previous		Current		Forecast	
	Overall the progress is rated Amber reflecting the percentage of projects on track.	N/A		A		A	
	Benefits	Financial Management	Risk Management	Engagement	Partnership Governance	Resource Management	Management Control
	A	A	A	A	A	A	
Commentary		Projects Metrics					
<p>Page 89</p> <p>Highlights:</p> <ul style="list-style-type: none"> Support for business - supply chain opportunities and Business Hub Regeneration activities in south Kilburn and Wembley Employment partnership agreement between JCP and the Council Work to improve infrastructure support for the voluntary sector Multi agency weeks of action <p>Areas for development/Areas of change</p> <ul style="list-style-type: none"> Progress on Integrated Offender Management has slowed following significant personnel changes and this is being addressed through review and changes to community safety activity. Review of community engagement underway Changes to partnership landscape in health and community safety areas <p>RED = Project not meeting agreed project plan and measures AMBER = Project plan on track to meet project plan and measures GREEN = Project meeting agreed project plan and measures</p>		Projects	Current	%	Movement	Notes	
		RED	0	0	↔		
		AMBER	14	40	↔		
		GREEN	18	50	↔		
		Not reporting	0	0	↔		
		Pre Delivery	3	8.5	↑		
		Awaiting Closure	0	0	↔		
		Closed Projects	1	2.8	↔	Self Directed Support	
		TOTAL	36	100			
		20 other initiatives - 8 Green, 11 Amber, 1 Red					

4. Cross cutting projects

Cross cutting projects			
Project: Intelligence Hub	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Developing one place for all of our datasets to enable long term strategic planning for the borough and policy development. Reaching a consensus on which datasets we use and how the different partner agencies interpret the data. In addition co-locating specialist data analysts in the borough.</p> <p>Project Lead: Alisdair MacLean Advisory Lead: Cathy Tyson</p>	<ul style="list-style-type: none"> Provision of up to date data about the borough to support business planning ad bid writing Enhancements to content 	<p>This period: Brent Data has over 380 data items on it. There has been a delay in refreshing some of the data sources as we load 2011 Census data. Promotion of Brent Data is being agreed upon with communications. The number of contributing editors has increased and a training course is planned.</p> <p>Reason for RAG: Brent Data is live and being updated regularly, in line with the agreed milestones.</p>	G
<p>Most significant Risks: Information not updated frequently enough</p> <p>Page 90</p>	<p>Most significant Issues: 1. Ocassionally runs slow</p>	<p>Financial Benefits:</p> <p>Non Financial Benefits: Information supporting bid writing by us and partners</p>	

Other Initiatives		
<p>Strategic Forum Engagement with progress on delivering joint priorities in the Borough Plan, progress by each of the thematic partnerships and multi-agency engagement with key challenges for the future</p> <p>Governance: PFB Forum, Agency Boards Project Lead: Joanna McCormick Advisory Lead: Cathy Tyson</p>	<p>Status: On track with updated work programme reflecting changes to structure of the board</p> <p>Next Steps: Full set of themes covered by March 2014 Partner agencies involved in leading at least half of the Forum sessions</p>	G

5. Building a stronger community

Voluntary Sector Projects

Project: CVS Brent Infrastructure Development	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>CVS Brent are funded by Brent Council to provide support to voluntary sector organisations to develop and be sustainable. They are an independent umbrella organisation for the sector drawing together a representative understanding of voluntary sector need and views</p> <p>Project Lead: Joanna McCormick Advisory Lead: Cathy Tyson</p>	<ul style="list-style-type: none"> • Increase the number of voluntary sector organisations which are members of the CVS network by 50% on the baseline for 2012. • CVS will have a new Voluntary sector resource centre and a programme of training in place for local organisations by July 2013. • An improvement of 4% in the levels of external funding secured by local groups 	<p>This period: CVS Brent have exceeded the level so of one to one and group support provided to local organisations and are now looking to bed in a firm programme of group support to cope with levels of demand once they have moved into their new premises. Year 2 of the SLA for infrastructure investment is being refined to respond to progress so far and the present context.</p> <p>Reason for RAG: Work is on track in line with the agreed milestones</p>	G
<p>Most significant Risks:</p> <ul style="list-style-type: none"> 1. Embedding new organisation 2. Effectively managing the demand 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Groups seeking one to one support 2. Getting move to new premises finalised 3. Representing the sector and consolidating joint working within the sector 	<p>Financial Benefits: Support groups to secure funding for the benefit of the borough</p> <p>Non Financial Benefits: Enhance the ability of local groups to deliver and become more sustainable</p>	

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6. Building a stronger community

Project: Voluntary Sector Initiative Fund	Milestones	Commentary	R/A/G
<p>Overview: Executive set up the fund to invest in the voluntary sector through infrastructure support, themed project funding to enhance local delivery and advice and guidance provision for local residents.</p> <p>Project Lead: Joanna McCormick Advisory Lead: Cathy Tyson</p>	<p>The investment of approximately £2 million to support local projects during 2013/2014</p>	<p>This period: 2013-2016 projects are all now underway 2012-2015 projects are being reviewed for progress in their first 9 months, following site visits to all. Advice and Guidance Review is complete and Executive have decided on next steps for investment and delivery Infrastructure funding is mostly allocated to the CVS project above. Reason for RAG: Advice and Guidance stream changes still to be implemented A few projects in both 12-15 and 13-16 streams need to provide further evidence before payment is released.</p>	<p>A</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Advice and Guidance Implementation in timeframe 2. Themed grant projects not delivering against grant agreements 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Implementing interim advice for disabled people in light of governance and financial issues for BADP 2. Revising grant priorities for future rounds in line with refreshed Borough Plan 	<p>Financial Benefits: Investment of approximately £2million p.a.</p> <p>Non Financial Benefits: Enhancement of grass roots community work, voluntary sector service delivery and advice as part of welfare reform response.</p>	
<p>Project: Volunteering</p>	<p>Outcome and Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview: Volunteering options are being developed.</p> <p>Project Lead: Joanna McCormick Advisory Lead: Cathy Tyson</p>	<p>An increase in the number of volunteers in Brent through a number of high profile campaigns</p>	<p>This project is in pre delivery stage pending the CVS locating to new premises.</p>	<p>N/A</p>

6. Building a stronger community

Project: Community Champions	Outcome and Milestones	Commentary	R/A/G
<p>Overview: The council celebrates local voluntary work through community champion awards.</p> <p>Project Lead: Joanna McCormick Advisory Lead: Cathy Tyson</p>	Strengthened resident involvement in our 'Community Champions' scheme	This project is in pre delivery stage for 2013/2014	N/A

Other Initiatives			
Page 93	<p>Brent Connects Forums</p> <p>Significant improvement in attendance at Brent Connects Forums</p> <p>Governance: Brent Council Executive Project Lead: Owen Thomson</p>	<p>Status: <u>Brent Connects area forums (x 5) ongoing</u> Area Forums - Total area forum attendance statistics for the full years 2011/12 and 2012/13 show a 17% increase for 2012/13. <u>Brent Connects user forums (x5) ongoing</u> User Forums (covers Pensioners / Disabled / Equalities / Private Sector Housing / Voluntary Sector Liaison). For some forums there are incomplete statistics – comparison is therefore between the last two successive meetings. Overall attendance between last two successive meetings has increased by 21% (average for five Brent Connects user forums).</p> <p>Outcomes of the current review of community engagement are likely to impact on the future way area and user forums are delivered.</p> <p>Next Steps: Implement review recommendations. Venues for Brent Connects area forum meetings for 2013/14 are being rotated in order to attract more people.</p>	A
	<p>Multiagency Weeks of Action</p> <p>We will have undertaken a multi-agency 'week of action' in each ward, with demonstrable improvements</p> <p>Governance: Brent Council Project Lead: David Murray</p>	<p>Status: Ongoing. First week of action taking place w/c 15 July First week involved a range of statutory and VCS partners in the Church Road area including the market,</p> <p>Next Steps: Review in w/c 22 July to learn lessons and identify future areas.</p>	G

6. Building a stronger community

<p>Ward Working</p> <p>Effective engagement of local people in each ward, generating views that shape local services</p> <p>Governance: Ward Working Steering Group Project Lead: Christine Collins</p>	<p>Status: Service currently under review. Briefing session for VCS organisations held on 20 June with CVS Brent</p> <p>Next Steps: Respond to outcome of review. Second tranche of project allocations in July. Cllr walkabouts in several wards also in July.</p>	<p>A</p>
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Culture, Sport and Learning Projects			
Project: Cultural offer	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Ensure a good cultural offer making use of the extensive range of skill and knowledge the borough to increase participation and enhance the profile</p> <p>Project Lead: Sue Mckenzie Advisory Lead: Jenny Issac</p>	<ul style="list-style-type: none"> Promote cultural venues and arts opportunities to encourage participation and creative expression Partnership with the Tricycle Theatre to deliver creative learning activities to young people in Brent High profile cultural programme for the Civic Centre and Willesden Green Cultural Centre 	<p>This period:</p> <ul style="list-style-type: none"> 2013/14 SLA with Tricycle agreed with enhanced focus on creative learning and opportunities for young people in Brent Arts Award centre training has begun for Libraries, Arts and Museum staff Civic Centre programme has begun with successful Wordfest in June/July and Brent Dance Month. Full year round programme planned <p>Reason for RAG: On target to deliver</p>	<p>A</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> External funding bids for cultural programme unsuccessful Staffing resources limited even further 	<p>Most significant Issues:</p>	<p>Financial Benefits: Sponsorship and income from Cultural programme</p> <p>Non Financial Benefits: People benefiting from Tricycle Creative Learning Programme</p>	

6. Building a stronger community

Project: Work with sports groups	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Provide practical support to sports and community groups working in the borough</p> <p>Project Lead: Gerry Kiefer Advisory Lead: Jenny Isaac</p>	<ul style="list-style-type: none"> • £250K in external funding secured for Brent community groups • Have supported 250 people in obtaining coaching, officiating and leadership qualifications 	<p>This period: 53 people gained coaching award through courses provided or arranged by Sports and Parks Service. Eight organisations that were awarded Wembley National Stadium Trust funding and were supported in their application by the Sports Development team bringing in over £107,000.</p> <p>Reason for RAG: On track to deliver the targets set</p>	A
<p>Most significant Risks: 1. Limited/no external funding sources available Reduction in staffing levels means there is no one to support sports clubs and community groups</p>	<p>Most significant Issues:</p>	<p>Financial Benefits: Bringing external funding into the borough to support sports and community groups</p> <p>Non Financial Benefits: Improving quality sports provision and supporting the improvement of health and well being in the borough</p>	

Other Initiatives		
<p>Visit Wembley Visit Brent Website</p> <p>Development of a website to promote Brent's cultural offer</p> <p>Governance: Culture Sport and Learning Forum Project Lead: Sue McKenzie</p>	<p>Status: Website currently being enhanced with heritage pages</p> <p>Next Steps: Team plans to develop further by contacting local businesses and promoting any special offers</p>	G

6. Building a stronger community

<p>Culture Sport and Learning Forum Joint Programme of activities</p> <p>Working with the Culture Sport and Learning Forum to maximise the wider benefits of culture for Brent residents through strong cultural leadership</p> <p>Governance: Culture, Sport and Learning Forum Project Lead: Sue McKenzie</p>	<p>Status: On track in line with agreed programme</p> <p>Next Steps: Three high profile events planned in 2013/14 to promote Culture, Sports and Learning in the borough.</p>	G
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7. Improving health and well being

Health and Well Being Projects

Project: JSNA & Health and Well Being Strategy Delivery	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Implement the Joint Strategic Needs Assessment and Health and Wellbeing Strategy</p> <p>Project Lead: Melanie Smith Advisory Lead: Mary Stein</p>	<ul style="list-style-type: none"> • An agreed action plan (with indicators and targets) will be in place by September 2013 to deliver the Health and Wellbeing Strategy. • We will put in place actions that limit the availability and advertising of tobacco • Increase the number of prosecutions for underage sales of tobacco • We will have improved prevention and management programmes for the most common health conditions in Brent particularly, diabetes, heart disease, cancer and Tuberculosis 	<p>This period:</p> <p>The draft Strategy has been discussed by both the CPG and the Health and Wellbeing Board. The strategy has been broadly approved and there is a consensus amongst partners to work collaboratively to develop an action plan. A series of multiagency workshops will be held over July and August to finalise the action plan.</p> <p>Reason for RAG:</p> <p>Work is still progressing to embed this new structure.</p>	<p>A</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Ensure engagement with CCG going forward 2. Ensure that all Council directorates are engaged with the Strategy 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Ensure the action plan has clearly defined outcomes with associated targets. 	<p>Financial Benefits:</p> <p>n/a</p> <p>Non Financial Benefits:</p> <p>The delivery of the Health and Wellbeing Strategy is a statutory duty of the new Health and Wellbeing Board and provides an opportunity to increase joint working to improve Health and Wellbeing</p>	
<p>Project: Efficient adult social care operating model</p>	<p>Outcome and Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview:</p> <p>Develop a more efficient operating model for the future delivery of Adult Social Services In Brent</p> <p>Project Lead: Phil Porter Advisory Lead: Mary Stein</p>	<p>A new and improved operating model will be in place by December 2014</p>	<p>This project is in pre delivery stage as options are evaluated</p>	<p>N/A</p>

8. Improving lives for children and families

Project: Private Rented Sector Housing	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Raise living standards in the private rented sector by working more closely with landlords to improve the quality and overall management of their properties</p> <p>Project Lead: Perry Singh Advisory Lead: Tony Hirsch</p>	<ul style="list-style-type: none"> • The improvement of 650 properties through enforced action • Explore with private landlords the possibility of a licensing scheme and other innovative options to drive up standards in the sector 	<p>This period: Housing Quality Network have been commissioned to undertake a study of the options for the extension of licensing and the development of an ethical lettings agency. Interim report to July PCG to agree basis for further work.</p> <p>Landlord Fair planned for 17th July and outcomes will be reported in next quarter.</p> <p>Reason for RAG: Progress in line with agreed milestones</p>	<p>G</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Legal challenge to extension of licensing 2. Failure of lettings agency to compete in commercial market 3. Landlords withdrawing from sector 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Affordability in the sector 2. Poor conditions 3. Access to the sector for low income households 	<p>Financial Benefits: Licensing is potentially self-funding and could produce savings in other areas such as homelessness</p> <p>Non Financial Benefits: Improved service to tenants and landlords</p>	
Project: HMOs	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Ensure better management of houses deemed to be overcrowded</p> <p>Project Lead: Perry Singh Advisory Lead: Tony Hirsch</p>	<p>40 additional shared properties will have been licensed to ensure they are fully safety checked, not overcrowded and in a good state of repair</p>	<p>This period: Officers continue to pursue the mandatory licensing scheme, while future progress will depend on decisions taken following the completion of the HQN research noted above.</p> <p>Reason for RAG: Progress in line with agreed milestones</p>	<p>G</p>

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<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Legal challenge to extension of licensing 2. Reduction in funding for enforcement action 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Poor conditions 2. Poor standards of management 	<p>Financial Benefits: Licensing is potentially self-funding and could produce savings in other areas such as homelessness</p> <p>Non Financial Benefits: Improved service to tenants and landlords</p>	
<p>Project: Fuel poverty and affordable warmth</p>	<p>Outcome and Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview:</p> <p>Tackle fuel poverty and support affordable warmth across all housing sectors</p> <p>Project Lead: Advisory Lead: Tony Hirsch</p>	<p>At least 500 properties will have been assessed for new energy measures and 135 will have received energy saving measures.</p>	<p>This period: Using DECC and DoH funding, the target has been exceeded although final figures will not be available until next quarter as the DECC funded projects will run to 31st July.</p> <p>Implementation of the Green Deal and ECO in 2013 has changed the basis on which fuel poverty work will be funded going forward. It will be necessary to review objectives and targets in this project and work on this is being undertaken as part of the wider consultation on the Housing Strategy. In particular, there is a need to ensure that fuel poverty work fits with the council's approach to the private sector, where the most serious fuel poverty problems are concentrated.</p> <p>Reason for RAG: The project has met the milestones agreed</p>	<p>G</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Low Green Deal take-up 2. Uncertainty about implementation of 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Fuel poverty in the private sector 	<p>Financial Benefits: Green Deal and ECO have the potential to draw significant new resources into the</p>	

8. Improving lives for children and families

<p>ECO</p> <p>3. Uncertainty about future DoH winter warmth programmes</p>		<p>local economy and, although difficult to quantify, produce savings for other services, particularly health.</p> <p>Non Financial Benefits: Improved comfort, lower fuel bills, reduced carbon emissions, local employment and training.</p>	
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Project: Sports Participation	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Put in place a Sports and Physical Activity Strategy and a Planning for Recreation and Facilities Strategy to increase participation in physical activities</p> <p>Project Lead: Gerry Kiefer Advisory Lead: Jenny Isaac</p>	<ul style="list-style-type: none"> A reduction in the zero participation rate in sport and physical activity from 58% to 57%, as measured by the annual Active People survey An increase in the proportion of adults participating in at least 30 minutes of sport at moderate intensity at least once a week from 31% to 32% 	<p>This period: Active People interim results show 0 x 30 reduced to 56% Active people interim results show 1 x 30 increased to 34.9%</p> <p>Reason for RAG: Interim figures are above the target set</p>	G
<p>Most significant Risks:</p> <p>1. Closure of sports facilities in the Borough</p>	<p>Most significant Issues:</p> <p>1. Active People figures fluctuate every year</p>	<p>Financial Benefits: More users of Council owned leisure centres</p> <p>Non Financial Benefits: Increased use of parks for physical activity and so increased presence in parks People leading healthier lifestyles</p>	G
Project: Self directed support	Outcome and Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Offer every new service user the option of self-directed support in Adult Social Care to maximise independence and personal choice</p> <p>Project Lead: Project closed</p>	<p>The proportion of service users receiving direct payments will have increased by 10%.</p> <p>Internal targets have now been set by different client groups, which will be</p>	<p>This period: Now 100% of new service users are routinely offered self directed support. This project closed 2 years ago and we have overachieved since project closure. At 2011/12 Direct payments were at 53%, in accordance with the NI130</p>	G

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Josephine Wessels contact for further information	monitored as part of budget setting for 2014/15 onwards.	measure, (now obsolete) The latest measure at June 2013 is 55%. Because this is business as usual we are recommending a new measure is developed which will provide more meaningful information. Reason for RAG: (Note project has closed, new measure is being developed)	
Project: Mental Health Services	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Carry out a comprehensive review of Brent Mental Health Service in order to improve access and user outcomes</p> <p>Project Lead: Andrew Davies Advisory Lead: Mary Stein</p>	A new operating model will be in place, which focuses on prevention and person-centred support. Phase 1 of this project will focus on realignment of the current service to deliver improvements for new and current service users.	<p>This period: A project initiation document has been developed and workstreams defined, and this will be presented to the Corporate Management Team in August. Phase 1 is a 6 month project which will address performance and finance concerns which were highlighted through the review.</p> <p>Reason for RAG: Amber as project approach still being finalised.</p>	A
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Delay in jointly agreeing targets and measures 2. CNWL do not obtain strategic clearance to use the MHA legislation better. 3. Project timescales mean that a significant amount of work needs to be delivered very quickly within 6 months. 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. CNWL already have an overspend from last year. 2. The impact of realigning services will potentially be disruptive at operational level. 3. The impact of an ASC restructure could affect plans for closer links with the council. 	<p>Financial Benefits: Cost avoidance through reduced use of residential care.</p> <p>Non Financial Benefits:</p> <ul style="list-style-type: none"> • Improved service and outcomes for users based on prevention, and person centred support. • Improved performance management system developed. • Improved financial management system developed. 	

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Project: Alternatives to residential care	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Reduce reliance on and cost of residential and nursing care for older and disabled people</p> <p>Project Lead: Chris Pelletier Advisory Lead: Mary Stein</p>	<p>Identify existing activity which may be absorbed into the plan for implementation of this strategy and delivered within the current financial year</p> <p>Conduct further research and analysis which confirms the business cases for change outlined in this paper, and produce an interim analytical report</p> <p>Return to DMT with a strategic outline (vision, aims, and objectives)</p>	<p>This period: DMT has endorsed a new vision for the provision of accommodation-based care</p> <p>Reason for RAG: New project in the concept development phase</p>	G
<p>Most significant Risks:</p> <p>1. Clients resistant to change/ legal challenge Lack of in-borough sites available for the development of new services</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 102</p>	<p>Most significant Issues:</p> <p>1. Significant up front investment required to achieve savings</p>	<p>Financial benefits: An efficient model of service delivery (to be quantified following further research into the business case)</p> <p>Non Financial Benefits: A better fit between the needs of ASC clients and the local care services available</p>	

Project: Tackling health inequality priorities	Outcomes and Milestones	Commentary	R/A/G
<p>Overview: Reduce the number of people living with preventable ill-health and dying early, especially in our most deprived communities</p> <p>Project Lead: Melanie Smith</p>	<p>An increase of 5% in the number of people successfully completing the 4-week Quit Smoking Programme</p>	<p>This period: Brent Stop Smoking Service successfully transferred from Brent PCT to the Council. Baseline number of annual 4-week quitters was 2378. Q1 data is not yet available.</p>	A

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Advisory Lead: Mary Stein

Page 103		Reason for RAG: Activities in line with milestones but awaiting performance information.	
	A reduction of 225 in the number of 4 to 5 year olds who are overweight	<p>This is a joint target to be agreed with partners as the Health and Wellbeing Strategy is developed later this year.</p> <p>Reason for RAG: The approach to address this is still to be agreed</p>	n/a
	Improve the proportion of people successfully completing drug treatment programmes to 2% above the London average	<p>A strong partnership approach has been key to the successful delivery of local substance misuse programmes. This includes the extensive involvement of a local service user group who have helped tailor services for local people</p> <p>Opiates: 12.1% opiates clients successfully completing treatment as a proportion of total number of opiate users in treatment. this is above the London average of 9.1% and the national average of 8.3%. Brent is performing at 3% above London average (exceeding the target)</p> <p>Non-opiates: 43.9% non-opiates clients successfully completing treatment as a proportion of total number of opiate users in treatment. this is above the London average of 35.8% and the national average of 40.0%. Brent is performing 8.1% above London average (exceeding the target)</p>	G

8. Improving lives for children and families

		Reason for RAG: Work is in line with agreed milestones and resulting is good outcomes.	
Most significant Risks: 1. Transition of Stop Smoking Team and downsizing of team may affect performance on smoking cessation in 13/14 2. New investment from HWBS may take several years to have realistic impact on rates of childhood obesity	Most significant Issues: 1. Brent has significant health inequalities which are most pronounced for men where there is a 9.5 year difference in life expectancy between men from the most and least affluent areas of Brent. 2. Brent has high-levels of chronic health conditions such as diabetes	Financial Benefits: n/a Non Financial Benefits: Reducing rates of smoking and substance misuse (including alcohol) will have a significant effect on health inequalities in the borough. Reducing levels of obesity will help reduce the risk of chronic long-term health conditions such as diabetes.	

Other Initiatives		
Page 10 Health and Well Being Board Governance: Health and Well Being Board, Brent Council Project Lead: Phil Porter/Cathy Tyson	Status: The Health and Wellbeing Board was formally established by Full Council in June 2013 and met for the first time in early July. The agenda was focussed on adult social care and ensuring that governance of the board was agreed. For future meetings it's been decided to base agendas around one of the four health and wellbeing priorities. Next Steps: Public health will be organising a series of events with providers and key stakeholders over the summer to agree an action plan for the health and wellbeing strategy. This will be reported to board in September.	A

8. Improving lives for children and families

<p>Adult Safeguarding Board Protect vulnerable service users by investigating all Adult Safeguarding alerts. 100% of safeguarding alerts will be examined and investigated where appropriate; remedial actions will be put in place as necessary</p> <p>Governance: Adult Safeguarding Board (independent) Project link: Yolanda Denne</p>	<p>Status: Amber rated as this is always a high risk area</p> <p>Next Steps: A change in duty processes means all alerts are now seen within 24 hours maximum. All alerts are screened. The new process has resulted in dealing with referrals more proportionately. The Safeguarding Board has audited the new process 'outcomes' through 10 randomly selected cases. Cases going to investigation which were inconclusive have gone from 33% to 13% which is an improvement. A restructure is in place to reinforce the changes over the next 3 months.</p>	<p>A</p>
<p>'Beds in sheds'</p> <p>Clamp down on the number of illegal "beds in sheds" - The closure of up to 80 illegally converted outbuildings.</p> <p>Governance: Health and Well Being Board, Trent Council Executive Project Lead: Tim Holt</p>	<p>Status: 22 Notices issued and 3 direct actions following non compliance with notices.</p> <p>Next Steps: : Continuation of programme of proactive inspection, targeting known problem areas and taking appropriate action to tackle unauthorised beds in sheds.</p>	<p>G</p>

8. Improving lives for children and families

Children and families partnership projects

Project: Brent Working with Families Initiative	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Improve the lives of our families with the most complex needs through direct family support and bringing together services around the family</p> <p>The Working with Families Initiative aims to fundamentally change the way that Brent council and its partners identify and deliver services to the Borough's most vulnerable families. Underpinned by the national 'Troubled Families' agenda, the initiative addresses whole systems change, and a genuine multi-agency approach to the way services are delivered to families with complex needs. The initiative comprises 3 broad work streams:</p> <p>The development of a Multi-Agency Front Door (inc. a MASH) for Brent by July 2013; The development of a robust Family Support Service (utilising a key worker/Team around the Family model) The delivery of an integrated set of 'aligned' family support services</p> <p>Project Lead: Sara Williams Advisory Lead: Anna Janes</p>	<p>Families with complex needs will have been worked with to gain employment / address school attendance issues and meet other criteria with successful outcomes for 100 families by December by 2014.</p>	<p>This period: 303 families who are identified as 'troubled' are now being worked with by 'Brent Family Solutions', our team of key workers with the aim that they gain employment, cease offending and their children attend school more regularly. Of these, we are reporting successful outcomes with 75 families in July 2013.</p> <p>The Brent Family Front Door (the multi-agency safeguarding hub) opened on 1st July 2013 and new 'edge of care' services have been put in place to reduce the numbers of young people going into care.</p> <p>Reason for RAG: The Family Solutions team has only been fully up and running since April and engagement with some partners is at an early stage. While the current troubled families targets are being met, there are challenges in sustaining this through a second and third cohort.</p>	<p>A</p>

8. Improving lives for children and families

<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Risk of delays in identifying cohort 2 of Troubled Families. 2. Lack of capacity to take on all Early Help referrals 3. Not having information required to effectively evaluate the impact of MASH. 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Delays in appointment of permanent Health MASH staff. 2. Lack of access to the Health Rio database for MASH staff 3. Permanent TF Data Analyst not yet in post. Hope to appoint week of 22nd July. 	<p>Financial Benefits:</p> <p>Maximise receipt of Troubled Families monies from central government.</p> <p>Cost avoidance from fewer children in care and less anti-social behaviour.</p> <p>Non Financial Benefits:</p> <p>Long term and ingrained issues will be resolved and inter-generational cycles of deprivation can be broken.</p> <p>Issues will be identified early and prevented from escalating into crises.</p>	
<p>Project: Quality Education</p>	<p>Outcomes and Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview:</p> <p>Page 107 Work in partnership with headteachers and governors to ensure that all schools in the borough provide a high quality education</p> <p>Project Lead: Sara Williams Advisory Lead: Anna Janes</p>	<p>85% primary, secondary and special schools in the borough will be rated 'good' or 'outstanding' if inspected by Ofsted</p>	<p>As at 30th June 75% of primary schools have been rated "good" or "outstanding" and 79% of secondary schools have been rated "good" or "outstanding". A new school improvement strategy is in place from autumn 2013 to ensure progress to the target.</p> <p>Reason for RAG:</p> <p>Those schools judged to be good in the previous framework may be vulnerable to a reduced judgement under the new framework. Work to refine local authority support school improvement is at an early stage.</p>	<p>A</p>

8. Improving lives for children and families

<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Reduction in attainment leads to early inspections and reduction in judgment 2. Improvements insufficiently embedded by the time an inspection happens 3. Limited local authority role with academies 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Quality / accuracy of LA information about all schools 2. Need for robust support and challenge for underperforming schools 3. Opportunity to work with BSP and Teaching School Alliance to develop support programme for schools causing concern. 	<p>Financial Benefits: As schools improve, there is less requirement for core support and challenge from LA</p> <p>Non Financial Benefits: Improved educational provision for all children and young people in Brent</p>	
<p>Project: Activities and support for young people</p>	<p>Outcomes and Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview:</p> <p>Provide high quality, positive activities and targeted support for young people</p> <p>Project Lead: Sara Williams Advisory Lead: Anna Janes</p>	<p>A programme of high quality activities (including arts, outdoor pursuits, sports and guidance) will be directing young people away from crime and gang-related activities using Roundwood Myplace as a hub.</p>	<p>This period: Regular activities at the Centre are a Chess club, the Duke of Edinburgh Award, Taekwondo sessions on Fridays, music and events management workshops, the Ability youth club for young people aged 13 – 25yrs with special educational needs to express their views, and have the chance to get involved with activities. A successful careers event was held at the Centre on 21st March and this is to be followed up with fortnightly apprenticeship master classes over a 6 week period from mid-July to support young people looking for employment. The Outreach and Detached team held a successful intergenerational event attended by 350 people. A number of ‘prom’ events have been held for young people. Brent Youth Parliament have held some of their meetings at Roundwood.</p>	<p>A</p>

8. Improving lives for children and families

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 109</p>		<p>The Outreach and Detached team are operating out of the Roundwood Centre, working on estates with gang affected young people, an Information Advice and Guidance hub for Careers, Information Advice and Guidance for young people in the NEET Group, with a service offered there every week day. Youth Offending Team use of the Centre is being developed to target work with young people who have offended.</p> <p>Reason for RAG: The Right Track programme has not as yet moved into the Centre. This will happen in July. The arts programme is still under development and further work on sports needs to be done with Environment.</p>	
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Challenging income generation targets given proximity of residential area/licensing requirements. 2. Young people's willingness to travel to new flagship facility owing to gang/postcode issues 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. The Right Track Programme has not been able to move into the allocated classrooms owing to delays in installing the Guest Wi-Fi. 2. Still some snagging issues in respect of the building which have limited usage 3. Challenge in balancing need for income generation with maximising usage. 	<p>Financial Benefits:</p> <p>Youth activities can help avoid the costs of youth crime.</p> <p>Non Financial Benefits:</p> <p>State of the art flagship youth centre for Brent's young people.</p>	

8. Improving lives for children and families

Other Initiatives		
<p>Brent Children's Partnership (BCP)</p> <p>Governance: Children's Partnership Project Lead: Anna Janes</p>	<p>Status: BCP is currently being reviewed with a view to refreshing our approach to partnership working.</p> <p>Next Steps: A revamped BCP will go live in the autumn.</p>	<p>A</p>
<p>Local Children's Safeguarding Board</p> <p>Governance: LSCB (independent) Project link: Sue Matthews</p>	<p>Status: The LSCB is a statutory body that is meeting every two months. The Board is currently in Year 1 of a three year Business Plan. The Annual Report covering this period was presented to the Children & Families Overview & Scrutiny Committee on 18th July 2013</p> <p>Next Steps: A Business Planning Day has been arranged for 18th September to review and refresh the plan.</p>	<p>A</p>

9. Making Brent safer, cleaner, greener

Crime and community safety projects

Project: Tackling priority crimes	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Reduce the level of violent crime, robbery and residential burglary.</p> <p>Project Lead: Head of Community Safety Advisory Lead: David Murray</p>	<ul style="list-style-type: none"> • A 2% reduction in violent crime with injury • A 1% reduction in personal robbery • A 6% reduction in residential burglary 	<p>This period:</p> <ul style="list-style-type: none"> • Violence with injury is down -3.9% year on year • Personal Robbery is down -32.9% year on year. • Total burglary is down -29 % year on year. <p>A strong focus on enforcement activity has led to improved performance against all the core MOPAC indicators.</p> <p>Note that these indicators now collate all burglary and work is ongoing to monitor residential burglary as a particular key indicator for the Safer Brent Partnership.</p> <p>Reason for RAG: Performance is on target and likely to remain so with current emphasis on key areas of activity.</p>	<p>G</p>
<p>Most significant Risks:</p> <p>1. No identified significant risks. The MPS violent crime reduction target is -5% so we are showing Amber RAG status for this crime type but Green RAG status against this 2% target.</p>	<p>Most significant Issues:</p> <p>1. Measurements do not directly reflect the MPS reduction targets which are based on the MOPAC 7. MPS targets are based on Total burglary rather than Residential Burglary for example.</p>	<p>Financial Benefits: There are considerable financial benefits for individuals and the wider community when crime falls.</p> <p>Non Financial Benefits: Lower levels of crime in the borough. Evidence to inform drive to reduce the fear of crime.</p>	

9. Making Brent safer, cleaner, greener

Project: Antisocial behaviour	Outcome and Milestones	Commentary	R/A/G
<p>Overview: Deal with anti-social behaviour quickly and prevent future incidents through early intervention services</p> <p>Project Lead: Head of Community Safety Advisory Lead: David Murray</p>	<p>A 10% reduction in the number of incidents of serious youth violence</p>	<p>This period: Repeat victims and high demand locations are being tracked. On going problems are addressed via Local Joint Action Groups. There is a multi-agency ASB team in place that actively works to address issues. This is not, however, an early intervention team.</p> <p>There are 65 crimes of serious youth violence compared to 27 in the same period last year. This is a 140% increase. This is partly explained by a change in the definition of serious youth violence to include all crimes of Grievous Bodily Harm and Actual Bodily Harm (ABH) committed by a youth. The definition of ABH has been tightened to include all injury that causes pain or reddening of the skin which, although not necessarily serious, is classified as such. Improved reporting of data may be possible from Airspace and CAD systems</p> <p>Reason for RAG: Progress not in line with agreed outcome sought.</p>	<p>A</p>
<p>Most significant risks:</p> <ol style="list-style-type: none"> 1. No early intervention team 2. High volume of incidents, many of which are low level but may have covert corporate risk hidden within. 	<p>Most significant issues:</p> <ol style="list-style-type: none"> 1. Milestone needs to be reviewed 2. Police response to ASB is managed through the Airspace system and performance is tracked accurately. 3. Responses predominantly managed by SNTs. The Local Policing Mode will deliver greater resilience. 	<p>Non Financial Benefits: Reduced levels of anti social behaviour. Evidence to inform the drive to reduce fear of crime in the borough.</p>	<p>A</p>

9. Making Brent safer, cleaner, greener

Project: Gangs and Serious Youth Violence	Outcomes and Milestones	Commentary	R/A/G
<p>Overview: Implement a robust partnership strategy to tackle gangs and serious youth violence</p> <p>Project Lead: Head of Community Safety Advisory Lead: David Murray</p>	<ul style="list-style-type: none"> To increase by 50 the number of known gang members subject to a positive intervention. An increase in the number of known gang members successfully exiting gang involvement. 	<p>This period: Pathway Multiagency Partnership (PMAP) is jointly managed by police and LBB and has a high volume of referrals with positive interventions and decision making. The structure is beginning to see significant outputs.</p> <p>Between the periods of APR – JUN 2013 12 referrals were made by various agencies and partners. 28 nominals are currently subject to multi agency management plans managed by an identified lead agency and monitored through monthly PMAP meetings. Nominals have been referred to SOS and Addaction services. 1 nominal referred to SOS has been employed by the organisation.</p> <p>The level one PMAP meeting has been replaced with a Strategic Gangs Co-ordination meeting which is now well attended and ties in preventative and diversionary work with Police intelligence and proactive enforcement operations.</p> <p>19 nominals from PMAP are currently engaging in positive interventions. A breakdown shows: Addaction – 3 SOS – 10 P2P – 1</p>	A

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 114</p>		<p>Early intervention team – 1 Safe and secure – 2 Conflict management – 1 Connexions – 1</p> <p>Outside of PMAP since January 2013 there have been 11 individuals referral made to SC&03 Mediation and a further 1 about to be submitted.</p> <p>In previous years there have been 2 main gang mediation referrals submitted CRS v TOS and SK v SMG, along with a further 10 individuals.</p> <p>In relation to Safe and Secure referrals there have been a total of 8 referrals made since October 2011, not all of those have been accepted onto the scheme for a variety of reason, one has been removed and another one has now successfully been permanently rehoused.</p> <p>Reason for RAG: While there has been no Strategy or resilient governance structure as reflected in recent Peer review and scrutiny report, progress has recently been made in these directions</p>	
<p>Most significant Risks:</p> <p>1. Lack of a Strategic Gangs co-ordinator manager. There is a risk that our response to gang issues will be unmanaged with poor leadership or strategic direction.</p>	<p>Most significant Issues:</p> <p>1. There are diverse groups and approaches to these issues - Police Operation Trident and the Quad borough forum as well as all our internal portfolios such as Community</p>	<p>Financial Benefits:</p> <p>Reducing the high cost of tackling gang crime, merits an early intervention approach. Costs accrue to the criminal justice and judicial system and range of services provided by the local authority.</p>	

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<p>2. Previous lack of a Gangs Strategy or delivery Plan - now being imminently addressed. This has led to a lack of corporate direction or strategy</p> <p>3. No resilience in terms of identified posts to address the issues will lead to less than a robust response to key issues</p>	<p>Safety and Safeguarding Hubs etc. Achieving a joined up approach to common issues is a significant challenge and on going issue.</p>	<p>Non Financial Benefits: Reducing crime in the borough, harnessing potential of gang members, moving people into employment and enhancing their health and well being.</p>	
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Project: Violence Against Woman & Girls (VAWG)	Milestones	Commentary	R/A/G
<p>Overview:</p> <ul style="list-style-type: none"> • Make more arrests for domestic violence incidents. • Reduce the impact and recurrence of domestic violence on families by providing and signposting specialist services <p>Project Lead: Mala Maru Advisory Lead: David Murray</p> <p>Page 116</p>	<ul style="list-style-type: none"> • An increase in the proportion of domestic violence offenders arrested to 80%. • All women and children referred to Multi Agency Safeguarding Hub for domestic abuse will have been referred on to specialist support services, including Independent Domestic Violence Advocates and specialist children's workers for those receiving social care services 	<p>This period:</p> <p>A draft VAWG strategy has now been produced, it covers all areas such as female genital mutilation, prostitution, human trafficking, stalking, sexual violence, forced marriage and honour based violence. .</p> <p>VAWG Strategic Group meeting has been formed, to provide direction and identify gaps and any issues raised by the various agencies and partners.</p> <p>It will help to prevent violence, support victims and their children to rebuild their lives, intervene at an early stage and reduce the risk of experiencing further violence.</p> <p>The domestic violence advisory service will go out to tender in the second quarter of 2013/14.</p> <p>In the fourth quarter (2012 – 2013), the IDVA co-located within Children's Service has received 24 referrals and successfully contacted engaged 14 women within the service. The Family Support Worker (FSW) within Children's Service has received nine referrals and has successfully contacted and engaged with</p>	<p>A</p>

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		<p>eight women referred.</p> <p>(Awaiting arrest figures).</p> <p>Reason for RAG: The strategy to reach the outcomes set has been drafted and services are being commissioned. However, much work remains to drive delivery.</p>	
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Families with children affected by domestic violence (what do we mean?) 2. Repeat victims of domestic violence and need to develop ways to change cultural attitudes, barriers and beliefs 3. Further culturally sensitive early intervention needed <p>Page 117</p>	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Ensure all data input by external partners are correctly recorded and identified as DV case. 2. DV definition now states - age reduced to 16 from 18 years old. 3. Continued funding of external provider of service (ADVANCE). 	<p>Financial Benefits:</p> <ul style="list-style-type: none"> • Reducing the high cost of tackling VAWG crime. • To prevent DV, at an early age – reducing repeat offending. • To reduce the levels, of Domestic Homicides, related to VAWG. <p>Non Financial Benefits:</p> <ul style="list-style-type: none"> • Reduce incidents of VAWG and consequent improvements in safety and quality of life 	

Project: Reoffending	Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Reduce the number of people reoffending</p> <p>Project Lead: tbc</p> <p>Advisory Lead: David Murray</p>	<ul style="list-style-type: none"> • A reduction of 10% in the number of offences committed by repeat offenders • Ensure that number of first time offenders does not exceed 210 	<p>This period:</p> <p>43% reduction in re-offending achieved – as at March 2013.</p> <p>Total criminal convictions of cohort supported:</p> <p>(a) Prior to engaging in the IOM Scheme = 311</p> <p>(b) During engagement with IOM Scheme = 176</p>	<p>G</p>

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		Reason for RAG: Exceeded target of 10% reduction of re-offending.	
Most significant Risks: 1.Changes in the probation services could be an opportunity but resourcing levels remain a challenge 2. 3.	Most significant Issues: 1. Sustainability of the IOM Scheme post re-organisation of police teams under the new LPT model.	Financial Benefits: The cost of crime with 135 fewer incidents of crime Non Financial Benefits: Better life chances for individuals and more resilient communities	

Other Initiatives			
Safer Brent Partnership Governance: Safer Brent Partnership, Partners for Brent Project Lead: David Murray	Status: The group replaces the crime prevention strategy group and is now working to put in place appropriate delivery plans to meet the newly refreshed priorities for community safety. Next Steps: Appoint new Head of Community Safety. Approve Safer Brent Partnership priorities and translate into delivery plans with accountable officers and clear resource plans.		A
Local Joint Action Groups Governance: Safer Brent Partnership Project Lead: Kiran Vagarwal	Status: The groups is meeting and continuing work in line with agreed governance and project plans Next Steps: Circulate review of LJAGS and align structures to the new Safer Brent Partnership arrangements.		A
Pathway Multiagency Partnership (PMAP) Governance: Borough Gang Delivery Group, Safer Brent Partnership, Project lead: Monica Roucou	Status: Amber The figures provided are for the reporting period Oct 2012 to Jun 2013 as figures have not previously been reported. To date 52 nominals referred to PMAP and 26 nominals exited PMAP further breakdown of the exited figures show the following: <ul style="list-style-type: none"> • In Prison – 6 • Referred back to a single agency or to another management structure such as Integrated Offender Management, MARAC, MAPPA or Prevent – 10 		A

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	<ul style="list-style-type: none"> • Reside outside of the borough – 5 • Subject to police enforcement – 1 • No intelligence of offending or arrest for over 20 weeks – 3 • Missing person – 1 (this person is subject to police MISPER) <p>Next Steps: Expand and develop interventions by voluntary sector groups. . Also the voluntary sectors are not commissioned for services provided to PMAP gang nominal. This relation needs to be explored regarding sustainability therefore commissioning specific gang interventions from the voluntary sector will be explored by the Borough Gang Delivery Group.</p>	
<p>Integrated Offender Management Group</p> <p>Governance: Safer Brent Partnership Project Lead: TBC</p>	<p>Status: This group and its work is not progressing in line with agreed governance and project plans following significant personnel changes.</p> <p>Next Steps: Review the structure and work of the group</p>	R
<p>Violence against Women and Girls Strategy Group</p> <p>Governance: Safer Brent Partnership Project Lead: Mala Maru</p>	<p>Status: The group has met to support development of a strategy. A draft working document is in place.</p> <p>Next Steps: Safer Brent Partnership to review themes and issues identified.</p>	A
<p>Graffiti Partnership</p> <p>Governance: Brent Safer Partnership Project Lead: Simon Egbor</p>	<p>Status:</p> <ul style="list-style-type: none"> • To agree a partnership approach via this action plan, a partnership policy and procedure for tackling graffiti in the London Borough of Brent. • To improve the multi-agency casework and investigation approach to tackling Graffiti in the London Borough of Brent. • To implement an approach to tackling Graffiti that has a clear balance between enforcement, prevention, diversion, rehabilitation & interventions. With a focus on being proactive and Reactive. • To improve the sharing of data and information between partners and the analysis of the data. • To improve the way in which evidence is gathered to take enforcement action or other appropriate intervention for offenders. • To closely monitor areas, trends, offenders and repeat tagging. • To achieve a consistent approach to removing graffiti and monitoring / recording of 	A

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tags across The borough.

- Multi-agency press and publicity plan in place and delivered.
- Multi-agency training delivered for graffiti: recording, monitoring and investigating.

Milestones:

- Have identified over 40 offenders involved in graffiti
- Conducted over 4 covert surveillance operations in Brent
- 3 Post Conviction ASBO orders for Graffiti
- Criminal Damage charge and 12 month custodial sentence for a graffiti offender in 12/13
- Significant 3rd party graffiti visible from the trackside removed. This was an effective partnership between Brent Council and Network Rail
- Graffiti Casework procedure signed off by Board Members in 12/13.
- Graffiti density as reduced immensely across the Borough as reflected in the Environmental scorecard.

Annual Data	Graffiti
2009/10	13.0
2010/11	14.7
2011/12	10.6

Next Steps:

- Proposal by Board members to widen the scope of the partnership board to include fly-tipping crime.
- Plans to raise awareness and training around graffiti casework procedure with Environment officers and partner agencies.
- Continued work with partner agencies such as BTP and Network Rail where 3rd party graffiti has been a persistent issue,
- Working closer with LJAGs and other casework forums to identify low level asb at an intermediary stage.
- Keep Graffiti and fly-tipping levels down in the Borough

9. Making Brent safer, cleaner, greener

Green and Clean partnership projects

Project: Green Charter	Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Implement The Green Charter, demonstrating how the Council goes about improving the environment when delivering its services</p> <p>Project Lead: Marion Hofmann Advisory Lead: Ceridwen John</p>	<ul style="list-style-type: none"> • Have worked with local communities to deliver the targets set out within the Council's Green Charter to reduce the impact of climate change • A reduction in the Council's carbon emissions by 25% from the 2009/10 baseline • 60% of waste diverted from landfill • Have developed a Flood Risk Management Plan, which delivers drainage improvements and the installation of new gullies at over 80 locations • Retention of the borough's Fairtrade status • An increase from 63% to 70% in the percentage of designated biodiversity sites meeting the Government standard. 	<p>This period: Most of the data required for reporting the Green Charter is collected and reported annually to the Executive. Therefore data from 2012/13 will be used for reporting and where applicable up to date 2013/14 data will be used to support quarterly performance.</p> <p>Reason for RAG:</p> <ul style="list-style-type: none"> • In 2012-13 CO2 emission increased by 7% due to the cold weather. This increase meant that the previous achievement of 14% reduction in 2011/12 is now reduced to an overall average of only 9% from the 2009/10 baseline. • 43% of waste diverted to landfill in 2012/13. Initiatives such as targeting house to house communication, vigorous monitoring and enforcement are in place to improve performance. • A project delivery plan has been developed to deliver and communicate the Flood Risk Management Plan. An initial meeting has been set up and held with an internal project advisory group. The gully inspection and replacement programme is underway. • Borough's Fairtrade status has been retained for the 2013/14. • Work programme for biodiversity site inspections planned during the coming months 	<p>G</p>

9. Making Brent safer, cleaner, greener

<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Carbon emission target not met leading to increase costs for energy procurement and CRC tax 2. Failure to meet recycling budget target of 50% by March 2014, resulting in higher disposal costs of increased level of waste to landfill 3. Unable to meet biodiversity target as this is currently not a statutory obligation 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. CO2 emission reported in 2012/13 has shown that energy consumption is on the increase due to cold weather. Reduction in the number of buildings the council occupied and a Carbon Management Programme may help to reduce energy consumption for 2013/14 2. Recycling performance in April and May 2013 is only 42%. This means that the attainment of reducing landfill and increasing recycling to meet the 50% target by 2014 is becoming more difficult 	<p>Financial Benefits: Reducing energy bills will also reduce the CO2 levy currently priced at £12 Per tonne. The cost of landfill levy is £72 per tonne and in 2012/13 the Council paid £3M on landfill levy.</p> <p>Non Financial Benefits: Reputational</p>	
<p>Project: Business Regulation</p> <p>Overview:</p> <p>Improve compliance with business regulations and prosecute rogue traders to ensure a safe, fair and equitable trading environment both for consumers and for commerce</p> <p>Project Lead: Shamsul Islam/Sue Emery Advisory Lead: Nagendar Bilon</p>	<p>Milestones</p> <ul style="list-style-type: none"> • 85% of food businesses will be compliant • Communities will be effectively safeguarded against the risk of food poisoning including outbreaks • Premises that are licensed to safeguard communities against the risk of infectious diseases • Health and safety visits will have reduced the number of accidents in commercial premises • All events at Wembley Stadium will be safe and free from major incidents. 	<p>Commentary</p> <p>This period: The team has been reduced from ten to eight officers. There has also been an increase in the number of new food businesses opening up in the Borough that require an inspection to assess whether they are 'Broadly' Compliant.</p> <p>81.4% were 'broadly' compliant as at 30 June 2013 (1891 businesses out of 2323 businesses of which 94 were new businesses). Under the current arrangements it will therefore be difficult to maintain 85% being 'Broadly' Compliant. There is more focus on enforcement to reduce the risk of food poisoning. The team is also actively inspecting special treatments premises to safeguard the spread of infectious diseases.</p>	<p>R/A/G</p> <p>G</p>

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		<p>The team carried out an annual survey at the Stadium. In addition the following are carried out at each event:</p> <ul style="list-style-type: none"> • Pre-briefing • Security on the day • Inspections for pre-event and on the day of the event <p>Reason for RAG: The overall performance above for the business regulations demonstrated that work is progressing well</p>	
<p>Most significant Risks: 1. Increase in food premises and reduction in staff will impact on the number of inspections to meet the target of 85% broadly compliant</p>	<p>Most significant Issues:</p>	<p>Financial Benefits:</p> <p>Non Financial Benefits: Reputational and a safe and healthy community.</p>	
<p>Project: Low Carbon Transport</p>	<p>Milestones</p>	<p>Commentary</p>	
<p>Overview: Tackle environmental causes of poor health and encourage low carbon modes of transport to reduce emissions</p> <p>Project Lead: Jennifer Barrett/ Paul Chandler Advisory Lead: Paul Chandler</p>	<ul style="list-style-type: none"> • A reduction in air pollutants and respiratory diseases • 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults • 75 new street trees will have been planted as part of highway improvement projects • Investment of over £30,000 to improve cycle routes and parking in the borough • Work Place and School Travel plans in operation, with more people 	<p>This period: The Air Quality Action Plan is being implemented and will be reported annually.</p> <p>Of the 39 cycle courses planned for this year, 37 have been delivered and 2 are programmed, these will be attended by approximately 610 children and 228 adults.</p> <p>50 % of schools in the borough currently have an active travel plan and a programme has been developed to encourage the remaining schools to further develop and implement travel plans.</p>	<p>R/A/G</p> <p>G</p>

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	travelling by walking, by bicycle, and public transport	A campaign to encourage businesses in the borough to develop work place travel plans and the use of sustainable transport is in development. The boroughs larger businesses will be targeted this year. Reason for RAG: Work is progressing well as stated above	
Most significant Risks: 1. Increase in air pollutants and respiratory diseases 2. Lack of support from other services and external partners to implement Flood Risk Management Plan	Most significant Issues:	Financial Benefits: Reduce costs of dealing with flooding Non Financial Benefits: Reputational	

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Other Initiatives		
<p>Sustainable Brent Community website and social media</p> <p>This site was created, paid for and is maintained by members of the BSF Forum. The aim of the site is to use it as a tool to share environmental information and to let residents know what is going on in the borough.</p> <p>Governance: Brent Sustainability Forum Advisory Lead: Ceridwen John Project Lead: Marion Hofmann</p>	<p>Status: Steady growth in the number of people engaging with the website.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Attracted further traffic to site by regularly providing updates on events, blogs. • Promote any food growing events in the area via BSF social media site • Increased linkages to partner agency websites • Better profile of sustainability in Brent 	G

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<p>Brent Sustainability Forum</p> <p>Governance: Brent Sustainability Forum, PfB Board</p> <p>Advisory Lead: Ceridwen John Project Lead: Marion Hofmann</p>	<p>Status:</p> <ul style="list-style-type: none"> • Higher profile for Forum • Quarterly meetings, act as consultee organisation <p>Next Steps:</p> <ul style="list-style-type: none"> • In the following quarter, the community forum event will take place in the new civic centre and will include a tour the sustainably constructed building. • Topics include: • Climate Change Steering Group Update • Do more with less challenge • Cycle routes to new civic centre Sustainable Transport in Brent • Info on new parks (Barham Park, Chalkhill..tbc) 	<p>G</p>
<p>Climate Change Strategy</p> <p>Governance: Climate Change Steering Group, PfB Board</p> <p>Project Lead: Helen Sankey Advisory Lead: Ceridwen John</p>	<p>Status:</p> <p>Work with residents groups has been progressing well: research is to be undertaken to establish what level of knowledge and engagement there is amongst residents, so that communications and events can be appropriately designed and targeted. Conversely, however, the local businesses that were involved have become disengaged with the project.</p> <p>Work is ongoing with schools, that has been very successful.</p> <p>Next Steps:</p> <p>To consider how best to progress the strategy, particularly for how to involve businesses again, but also to build on the existing commitment and momentum of the residents' group.</p>	<p>A</p>

10. Promoting jobs, growth and fair pay

Jobs, growth and fair pay partnership projects

Project: Welfare Reform	Milestones	Commentary	R/A/G
<p>Overview: Offer a package of support, including benefit / housing advice, budgeting support and employment provision, for those households most affected by the welfare reforms</p> <p>Project Lead: Perry Singh Advisory Lead: Elizabeth Alexander</p>	<ul style="list-style-type: none"> All households most affected by welfare reforms will have been offered one-to-one advice and a number of choices to mitigate the impact of the changes, with alternative affordable housing sourced for them where necessary 735 households affected by the overall benefit cap will have been supported to retain their housing tenancies by finding employment 	<p>This period:</p> <ol style="list-style-type: none"> Colocated team of benefits advisors, navigators, Temporary Accommodation mitigation officers, Department for Work and Pensions and Citizen's Advice Bureau supporting residents 514 households in Temporary Accommodation no longer affected by the benefit cap as at end of Q1 1500 letters out to households affected by the size criteria. Increased incentives payment for BHP tenants was agreed at Executive Committee on 22nd June and nearly 100 underoccupiers have contacted the council to downsize Colocation with Department of Work and Pensions outreach advisors set up, with a heavy focus on contacting households that have been choosing not to engage with Department of Work and Pensions or Council services. <p>Reason for RAG:</p> <ul style="list-style-type: none"> All households affected by Welfare Reforms have been contacted, and have a named advisor working with them. DWP reports 657 job starts for claimants affected by the Overall 	<p>G</p>

10. Promoting jobs, growth and fair pay

		<p>Benefit Cap since September 2012</p> <ul style="list-style-type: none"> Overall Benefit Cap delay until 12th August means that the significant levels of benefit losses for households will not be seen until Q2 	
<p>Most significant Risks:</p> <ol style="list-style-type: none"> Increase in number of vulnerable households due to effects of Welfare Reform and choices made by households. Relocated households not sustaining tenancies, and children not continuing education Risk to reputation: media coverage of households affected by Welfare Reform and how LB Brent has responded 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> Effective communication plan still remains to be put in place for the year. Colocation issues with DWP have been overcome, understandably focussed on data security and IT access Number of households affected by the cap is constantly changing, and while mitigation work is successful, the number of households that will still be affected by the cap is high – 2,267. 	<p>Financial Benefits:</p> <p>Better support for residents now should reduce future demand on services in the borough, particularly Council services - Homelessness and Housing demand, and including Childrens and Families services, and Education</p> <p>Non Financial Benefits:</p> <p>Where possible, assisting households to secure a sustainable and affordable home, and continue to access their established support network</p>	
Page 127			
Project: Wembley Area Action Plan	Milestones	Commentary	R/A/G
<p>Overview:</p> <p>An Area Action Plan for the Wembley Regeneration area that will become a Development Plan Document that forms part of the Council's Local Development Framework (the Borough Plan)</p> <p>Governance: Council Executive and Full Council</p> <p>Project Lead: Ken Hullock</p>	<ul style="list-style-type: none"> The Wembley Area Action Plan will set out proposals for further growth and physical regeneration of the Wembley area. 	<p>This period:</p> <p>Council agreement for submission draft to be sent to DCLG for public examination (expected in October 2013)</p> <p>Reason for RAG:</p> <p>Timetable met</p>	G
<p>Most significant Risks:</p> <ol style="list-style-type: none"> Programme delay Significant objection leading to further modifications Plan found to be unsound by Inspector 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> Transport for Wembley Area Site specific proposals Sites for new retail development 	<p>Financial Benefits:</p> <p>New development leading to higher business rates and new homes bonus. CIL contributions for required infrastructure</p>	

10. Promoting jobs, growth and fair pay

		Non Financial Benefits: Public realm and wider community benefits through regeneration of the area e.g. jobs, housing, improved shopping.	
Project: South Kilburn regeneration	Milestones	Commentary	R/A/G
Overview: Governance: South Kilburn Programme Board, (Regeneration and Growth) Project Lead: Abigail Stratford Advisory Lead: Tony Hirsch Page 128	<ul style="list-style-type: none"> We will have provided 339 new homes, transferred 178 existing South Kilburn households into new properties, and planning permission granted for 200 further new homes 362 new homes have been completed as part of Phase 1a of which 264 have been occupied by South Kilburn Households. Phase 1b, commenced in July 2012, it will deliver 208 homes by 2015 of which 113 will be made available to South Kilburn households. Work will commence on site later this year to develop a further 340 new homes as part of Phase 2a. 	This period: Entered into development agreements to deliver 340 new homes as part of Phase 2a Reason for RAG: Programme currently on time and on budget	G
Most significant Risks: 1. Technical limitation on delivery of design 2. Risk of people moving away as result of welfare reform 3. Risk of rent and charges being too costly for people	Most significant Issues: 1. Limitations on some sites 2. Public Realm Strategy 3. New home Target Rents	Financial Benefits: £20 million invested into regeneration programme Non Financial Benefits: <ul style="list-style-type: none"> 2500 households with access to sustainable heat 13 local traineeships and social and economic benefits via south Kilburn studios 	

10. Promoting jobs, growth and fair pay

Project: Employment	Milestones	Commentary	R/A/G
<p>Overview:</p> <p>Deliver an employment programme, with voluntary partners, to drive up employment and ensure that the most excluded households receive the support they need to move into work</p> <p>Governance:Council Executive Project Lead: Shomsia Ali Advisory Lead: Tony Hirsch</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 129</p>	<ul style="list-style-type: none"> • An increase in the number of local people in employment by 1,700. • An increase in the employment rate for the most excluded groups and a narrowing of the gap between them and the borough average • At least 20% of people employed on major project sites will live in Brent • The London Designer Outlet will open in the Autumn 2013, creating 1500 additional local jobs • Support those residents we work with access the 1000 jobs available on the LDO through a Brent-wide partnership • Drive better value from existing employment services through improved strategic partnership • Increase employment rate from 67.3% to 68.3% (jcp/council partnership agreement). 	<p>This period:</p> <p>Imperative that key partners including Jobcentre Plus, the College of North West London and Work Programme Primes have close collaborative working in order to drive better employment outcomes for Brent residents.</p> <p>To support with this, we are in the process of signing a Partnership Agreement with Jobcentre Plus, College of North West London, and the three Work Programme Providers to codify our joint objectives, targets and actions.</p> <p>Aligned to this, we are convening and chairing a Brent Employment Partnership, which brings together senior decision makers from each of the partners, including Brent Council's Strategic Director of Regeneration & Growth and Head of Employment & Enterprise, Jobcentre Plus District Manager and Head of Student Support at the College of North West London.</p> <p>We have also pulled together a borough-wide partnership to maximise resource available to support with the LDO recruitment. The Partnership Forum, which brings together over 50 local employment providers, particularly from VCS, meeting this month to take LDO</p>	<p>G</p>

10. Promoting jobs, growth and fair pay

		recruitment forward. Reason for RAG: Employment & Enterprise team is being formed and has started to make clear in-roads to strengthen partnership work in the borough.	
Most significant Risks: 1. Resource for the LDO recruitment. We have a very small team (compared to an in-house team of 150 in Newham Council for Westfield recruitment)	Most significant Issues: 1. Recruitment for LDO is resource intensive 2. Ensuring borough-wide partnership for LDO operates smoothly	Financial Benefits: Non Financial Benefits: Improved partnership across the borough, both at a strategic and delivery level	
Project: Overcoming barriers to work	Milestones	Commentary	R/A/G
Overview: Support the borough's most excluded households to access service provision that will help them overcome barriers to work Governance: Regeneration and Growth Project Lead: Shomsia Ali Advisory Lead: Tony Hirsch	Navigators - team of 6 Navigators will have placed at least 108 members of these households into work within the first year of operating	This period: A shifting of resources from the Navigator team to specifically support the LDO opportunities in an effort to make available a better pipeline of jobs to this client group. Commissioning of job brokerage services to the voluntary and community sector (Cricklewood Homeless Concern) in order to help build the capacity of more local and community driven employment provision. Delivery will commence on 5th August, with referrals coming via Council's Welfare Reform Mitigation Team. Working specifically with VCS partners in the Somali community, as the single biggest community impacted by Welfare Reform in Brent. The Navigator Team are training 10 Community Champions, working with Help Somali Foundation, who	A

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		<p>will in turn refer households to the specialist employment services. We are also supporting Somali Diaspora run job clubs from the Unity Centre in Church End.</p> <p>Reason for RAG: Job outcome target is behind profile however, the support being provided to some of our most excluded residents is proving to be invaluable.</p>	
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Service not receiving adequate number of referrals as implementation of OBC is later than expected 2. Absence of job brokerage service in the borough 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Service is working with those residents most excluded, not engaging with other services, and furthest from the labour market. 	<p>Financial Benefits:</p> <p>Non Financial Benefits:</p> <ul style="list-style-type: none"> • Supportive of VCS partners • Potential to support more Brent residents remain in Brent through access to employment which exempts them from OBC. 	
<p>Project: Apprenticeships</p>	<p>Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview Create local opportunities</p> <p>Governance: Regeneration and Growth Project Lead: Shomsia Ali Advisory Lead: Tony Hirsch</p>	<p>Thriving apprenticeships</p>	<p>This period: Recruitment for a post to lead on this project is currently underway. We expect a person in post for November.</p> <p>Reason for RAG: Delay in recruitment</p>	<p>A</p>
<p>Most significant Risks:</p> <ol style="list-style-type: none"> 1. Further delay in recruitment 	<p>Most significant Issues:</p> <ol style="list-style-type: none"> 1. Delay in recruitment 	<p>Financial Benefits:</p> <p>Non Financial Benefits: Support drive to make more people employment ready and engage a range of organisations in the borough in achieving this through the hosting of apprentices.</p>	

10. Promoting jobs, growth and fair pay

Project: Enabling supply chain opportunities	Milestones	Commentary	R/A/G
<p>Overview: Supporting local businesses so they can benefit from big regeneration projects in the borough by accessing work further down the supply chain.</p> <p>Governance: Regeneration and Growth Project Lead: Sinead Prunty Advisory Lead: Tony Hirsch</p>	<ul style="list-style-type: none"> An estimated £3million of pipeline contracts will have been sourced from contractors on our Major Project sites and promoted directly to local businesses through expansion of the Supply Chain project Increase in the number of Contractors / Sites we are now engaging with Supply Brent Initiative now included within the Brent Enterprise, Employment and Training Initiative Strategic monthly reporting process agreed with sites we are currently working, to update on local spend 	<p>This period: The project continues to expand and develop and we are working on a number of projects to generate and advertise opportunities on the Supply Brent website.</p> <p>Reason for RAG: All sites are generating monthly local spend</p>	G
<p>Most significant Risks: Lack of opportunities generated Local companies are not awarded contracts 3. BEETI document is not included within planning / procurement process</p>	<p>Most significant Issues: 1. No technical / procurement knowledge once the current consultants contract ends.</p>	<p>Financial Benefits: Local businesses secure contracts</p> <p>Non Financial Benefits: Local business profiles are raised</p>	
<p>Project: Business Hub Cottrell House</p>	<p>Milestones</p>	<p>Commentary</p>	<p>R/A/G</p>
<p>Overview: Supporting micro business starts with affordable workspace in a collaborative environment with on site business support.</p> <p>Governance: Regeneration and Growth Project Lead: Alex Hearn Advisory Lead: Tony Hirsch</p>	<ul style="list-style-type: none"> A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m2 of space created for approximately 50 co-working space members 	<p>This period: This is a pilot project to inform a business case for more permanent provision in growth areas. The pilot began during quarter one with a building secured, renovations completed. Seven businesses are now operating from the building, with hot desking and a business support agency also available there.</p>	G

10. Promoting jobs, growth and fair pay

		Reason for RAG: Project is progressing in line with agreed plan.	
Most significant Risks: 1. High demand	Most significant Issues: 1. Meanwhile premises are temporary and generally within poor quality buildings	Financial Benefits: Economic growth and employment Non Financial Benefits: Environmental improvement & reduction in vacancy and dereliction	

Other Initiatives			
Employer Partnership Business Breakfasts Governance: Employer Partnership, PFB Strategic Board Project Lead: Sinead Prunty Advisory Lead: Shomsia Ali	Status: We recently held a meeting with FSB to discuss a potential "Brent means Business" event, in which local companies can come together to network, hear from guest speakers and source information which could be of benefit to their business. Harrow and a number of neighbouring boroughs have held these events and hailed them as a success. We are considering November 2013, to host ours here in the Civic Centre. Next Steps: Plans for the next EP Event will be around Shisha Cafes and will provide an opportunity for owners of these local establishments to speak to colleagues in H&S and Environment about the regulations around these types of premises. There are also plans to have the EP meetings at different locations in the borough.		G
London Living Wage: Implement the London Living Wage within the Council and promote it with local employers, particularly those who do business with the Council. Leading to a rise in the weekly average salary for Brent residents and a closing of the gap with the London average. Governance: Council Executive Project Lead: Mark Burgin	Status: Milestones have been formally agreed with the Living Wage Foundation and key accreditation documents submitted. LLW Project Group has been established to implement the milestones and associated project plan. Draft policy/procedures are complete but may need some adjustments to deal with specific legal issues (see below).		G

10. Promoting jobs, growth and fair pay

Advisory Lead: Cathy Tyson

Next Steps:

Policy/Procedure need to be agreed with departments. Procurement Category Managers are currently evaluating and prioritising individual contracts. They will then map out and plan when LLW can be addressed for each contract. Legal and financial implications and restrictions will be further investigated for Social Care contracts. Internal and external Communications Strategy to be developed.

11. Brent Strategies

Strategies					
Strategy	Partnership Oversight	Portfolio Holder	Operational Owner	Formal Decision Making	Dates to be seen by Pfb
Borough Plan 2013/2014	Pfb Strategic Forum	Cllr Butt	Brent Council Chief Executive	Brent Council Executive & Full Council Partners for Brent Strategic Forum	September 2014
Local Development Framework 2010-2026	Pfb Strategic Forum	Cllr Crane	Andrew Donald	Brent Council Executive	TBC
Regeneration Strategy 2010-2020	Pfb Strategic Forum	Cllr Crane	Andrew Donald	Brent Council Executive	TBC
Employment & Enterprise Strategy	Pfb Strategic Forum Employer Partnership	Cllr Crane	Andrew Donald	Brent Council Executive	TBC
Housing Strategy 2009-2014	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
Homeless strategy 2008 -2013	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
Tenancy Strategy 2012 - 2013	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
Brent Housing Partnership Business Plan 2008-2013	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
West London Housing Partnership - Investment Guide	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
Fuel Poverty Strategy	Pfb Strategic Forum	Cllr McLennan	Andrew Donald	Brent Council Executive	TBC
Transport Strategy	Pfb Strategic Forum	Cllr J Moher	Andrew Donald	Brent Council	TBC
Voluntary Sector Strategy and compact (1 st Draft Stage)	Pfb Strategic Forum	Cllr Butt	Deputy Chief Executive	Brent Council Executive	TBC
A plan for Children and Families in Brent 2012-2015	Children's Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC

11. Brent Strategies

Breaking the Cycle – A Child Poverty Strategy for Brent	PfB Strategic Forum	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
Youth Participation Strategy	Children’s Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
Brent NEET Partnership Strategy	Children’s Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
Special Educational Needs and Disability Strategy and Plan	Children’s Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
LAC Improvement Plans	Children’s Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
Strategic Plan for 14-19 Education and Training	Children’s Partnership	Cllr Pavey	Sara Williams	Brent Council Executive	TBC
Brent Youth Justice Strategic Plan	Children’s Partnership/Community Safety Partnership	Cllr Pavey Cllr Choudry	Sara Williams/Sue Harper	Brent Council Executive	TBC
Community Safety Strategy (1 st draft stage)	Community Safety Partnership	Cllr Choudry	Sue Harper	Brent Council Executive and Partner Agency Boards	TBC
Domestic Violence Strategy (1 st draft stage)	Community Safety Partnership	Cllr Choudry	Sue Harper	Brent Council Executive	TBC
Integrated Offender Management Strategy	Community Safety Partnership	Cllr Choudry	Sue Harper	Brent Council Executive	TBC
Gangs Strategy?? (potentially)	Community Safety Partnership	Cllr Choudry	Sue Harper	Brent Council Executive	TBC
Safeguarding Improvement Plan	Local Safeguarding Children Board	Cllr Pavey	LSCB	LSCB	TBC
LSCB Business Plan	Local Safeguarding Children Board	Cllr Pavey	LSCB	LSCB	TBC
Safeguarding Action Plan	Adult Safeguarding Board	Cllr Hirani	Adult Safeguarding Board	Adult Safeguarding Board	TBC

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11. Brent Strategies

Safeguarding Strategy (planned)	Adult Safeguarding Board	Cllr Hirani	Adult Safeguarding Board	Adult Safeguarding Board	TBC
Health and Well-being Strategy and JSNA	Health and Well Being Board	Cllr Hirani	Phil Porter	Health and Well Being Board as sub of full council	TBC
Adult Social Care Strategy (scoping stage)	Health and Well Being Board	Cllr Hirani	Phil Porter	Brent Council Executive	TBC
Carers Strategy (scoping stage)	Health and Well Being Board	Cllr Hirani	Phil Porter	Brent Council Executive	TBC
Cultural Strategy for Brent 2010-2015	Culture, Sport and Learning Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Arts Development Strategy 2011-2015	Culture, Sport and Learning Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Sport and Active Recreation Facilities Strategy	Culture, Sport and Learning Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Sports and Physical Activity Strategy	Culture, Sport and Learning Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Parks Strategy	N/A	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Food Growing and Allotments Strategy	Sustainability Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Household Waste Collection Strategy	N/A	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
Climate Change Strategy	Climate Change Steering Group	Cllr Mashari	Sue Harper	Brent Council Executive	TBC
The Green Charter	Climate Change Steering Group/Sustainability Forum	Cllr Mashari	Sue Harper	Brent Council Executive	TBC

12. Other Multi Agency Partnerships

Other Multiagency Partnerships

Partnership	Owner	Formal Decision Making
Registered Providers/ALMO Forum		
Private Housing Forum		
Brent Housing Partnership		
Design Panel		
Brent Provider Forum (former Brent in2 work Forum)		
South Kilburn Partnership		
West London Private Housing Group West London Strategy Group West London Housing Partnership West London affordable Housing Group Sub-regional nominations group West London Partnership West London PIL collection Group Park Royal Opportunity Area Planning Framework Steering Group Old Oak Common Transport Group West London Waste Plan Steering Group North West London Growth Corridor Group North London Transport Forum Westrans Forum West London Property Board		
Graffiti Partnership		

13. Actions and Forward Plan Log

Date	Action	Owner	Formal Decision Making Route

Forward Plan Item	Owner	Board and proposed Meeting	Notes

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**Partnership & Place Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Van Kalwala**

Date of Meeting	Agenda item	Requested Information / Evidence	Invited witnesses	Notes
Thursday 30th May 2013	Brent Fire Borough Commander	Update on budget, options and changes to Brent Fire Services in 2013	Terry Harrington Brent Borough Commander	
	Employment Enterprise Update	Update on the how the employment enterprise programme is performing	Andy Donald Director of Regeneration & Major Projects & Shomsia Ali Head of Employment & Enterprise	
	2013/14 Work Programme	Lead by the Chair, this is a discussion by committee members to recommend items that will be added to the 2013/14 Work programme	Partnership & Place OS Committee Chair Cllr Zaffar Van Kalwala	
Monday 22nd July 2013	Brent Police Services	Policing issues within Brent & Crime performance information a	Superintendent Nick Davies	
	Safer Brent Partnership	Update - Safer Brent Partnership	Sue Harper, Director Environment and Neighbourhoods & David Murray Policy & Partnership	

	<p>Brent Safer Neighbourhoods Team</p> <p>Brent Close Circuit Television (CCTV)</p> <p>Gangs Task Group</p>	<p>Presentation on how the service operates and how member can be more involved</p> <p>Presentation on how the service operates and how member can be more involved</p> <p>Update on gang work under taken to date</p>	<p>Advisor</p> <p>Inspector of Safer Neighborhoods Team Sean Lynch</p> <p>Alvin Wakeman – CCTV Control Room Manager</p> <p>Kiran Vagarwal – ASB Team Manager & David Murray Policy & Partnership Advisor</p>	
<p>Thursday 3rd October 2013</p>	<p>Ward Working Annual Report</p> <p>Localism Act – Assets of Community Value and Community Right to Challenge</p> <p>Partners for Brent</p>	<p>A report that details the work of the Ward Working Team in 2012/13</p> <p>Update on working taking place around the Community Right to Bid and Challenge</p> <p>A report that sets out progress on delivering the work programme of Partners for Brent</p>	<p>Christine Collins & Cllr Denselow Lead Member</p> <p>Cathy Tyson Assistant Director Strategy Partnership Improvements</p> <p>Cathy Tyson Assistant Director Strategy Partnership Improvements</p>	

			On behalf of Jo McCormick Partnership Co-ordinator	
Wednesday 20th November 2013	Work Programme Providers Employment Enterprise Update	Update on work providers progress Update on the employment enterprise programme performance	Various providers Andy Donald Director of Regeneration & Major Projects & Shomsia Ali Head of Employment & Enterprise	
Tuesday 21st January 2014	Multi Agency Safeguarding Hubs (M.A.S.H) <ul style="list-style-type: none"> • Police • Children's social Care & safeguarding • Housing • Youth Offending • Adults Safeguarding 	Various providers will provide the committee with an update to the launch and progression of the Multi Agency Safeguarding Hub. The Committee will also hear from the Adult safeguarding team.	Various Providers	
Thursday 20th March 2014	<i>Registered Social Landlord performance</i> <i>Brent Housing Partnerships Performance</i>	Update of the registered social landlords performance and services level agreements Overview of BHP Performances	Tony Hirsch Head of Housing Policy & Performance David Bishop Performance Manager	

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Other issues the committee would like to cover date to be confirmed:

- ***Employment in Brent***
- ***Policing in Brent – The Borough Commander will be invited to discuss policing issues in Brent***
- ***Registered Social Landlord performance***
- ***Council for Voluntary Services – Update***
- ***Crime Performance Information – Regular updates***
- ***Partners for Brent – updates on the delivery of their work programme***
- ***Update multi agency data hub (census)***
- ***Fire Commander – Service performance and reductions in services/Consultation Update***
- ***Employment Enterprise update***
- ***Community Right to Bid - Summary and work to date***
- ***Community Right to Challenge***
- ***Work Programme Providers***
- ***Gangs Task Group***
- ***Multi Agency Safeguarding Hub***